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Sales Management

The Weekly Magazine for Marketing Executives



Stanley Q. Grady

Vice-President and General Manager, Merlin Products Corporation

Exclusive Jobber Plan Gives
Merlin a Flying Start



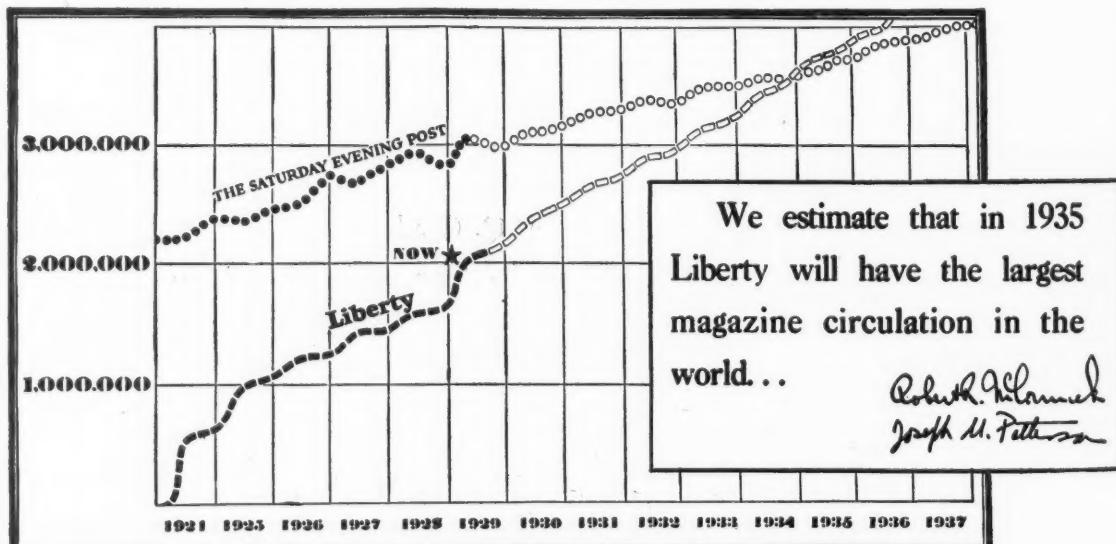
Twenty-One Ways a Research Man
Tackles a Sales Problem

..... for 1930
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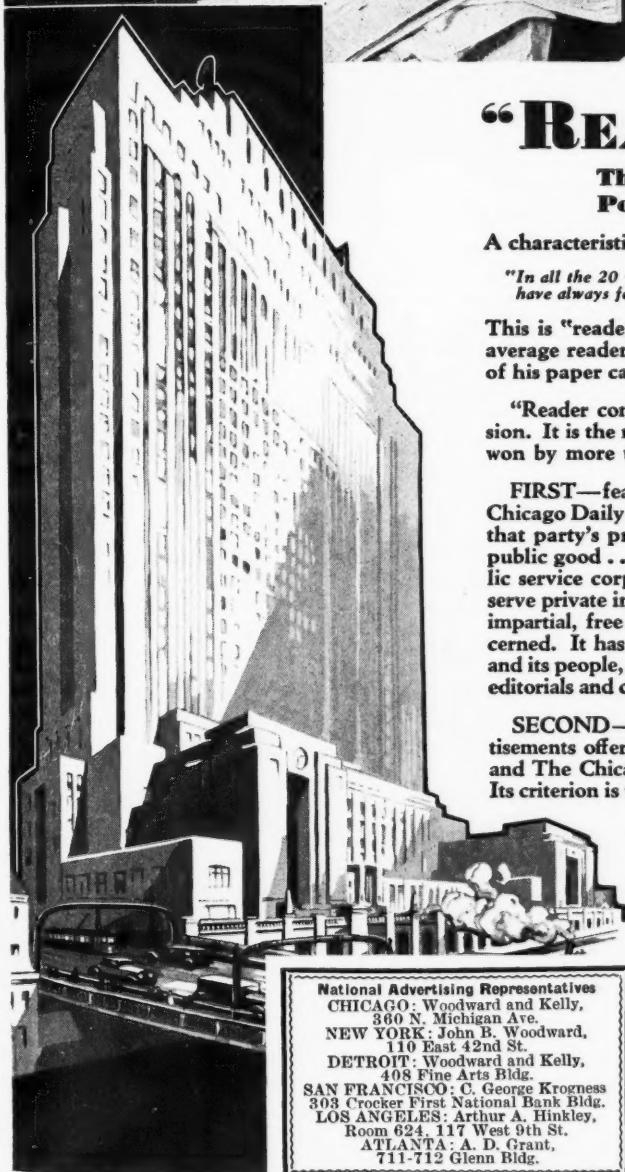
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LIBERTY

A Weekly for Everybody



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SECOND—unvarying, constructive and conservative censorship of the advertisements offered. No two publishers agree in all the details of such censorship, and The Chicago Daily News quarrels with no other publication over them . . . Its criterion is the best interests of its readers. Its policy is to accept no advertising of medicines containing habit-forming drugs, or that might be harmful if taken internally or used externally. It will not knowingly accept any fraudulent or misleading advertisement. It can not, of course, guarantee the goods of its advertisers; but its carefulness is known, and its readers accord it a confidence seldom given to any newspaper. A measure of this confidence inevitably attaches to the advertisements it carries.

Rigid adherence to these two policies, consistently maintained by The Chicago Daily News for more than half a century, is the rock upon which its “reader confidence” is built.

* * * * *

“Our new home, necessitated by your growing preference, is your home. We want you to visit it . . . enjoy it with us.”

WALTER A. STRONG, Publisher.

THE CHICAGO DAILY NEWS

Daily News Plaza,

400 W. Madison Street, Chicago

5-E

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"**N**EXT to my husband, I love you better than anybody in the world. You taught us to grow alfalfa." Thus a charming old lady greeted the visiting editor at her front gate in Southern Planter land.

Editors of many papers make field trips and write letters to subscribers. . . . But since 1840 Southern Planter editors have been honored guests, helpful correspondents to thousands. A million people live in the homes where the Southern Planter is welcomed.

Whether the visit is made by editors or publication, "they" are hospitably "met at the front gate." The Southern Planter possesses more than reader interest. It has reader friendship.

If you are interested in a responsive farm market, let us send you copies of "The Southern Planter and Its Territory." THE SOUTHERN PLANTER, Richmond, Va., Established 1840. Riddle & Young Co., Special Representatives, Chicago, New York, Kansas City, Atlanta.



Home of the Southern Planter

Survey of Surveys

BY WALTER MANN

Squaring the Retail Triangle

"A customer, a clerk, an article of merchandise—all retailing rests upon this simple triangle; multiplied by the number of customers who enter stores each day.

"Any measure that will add even a little to the ability of the clerk to close the sale promptly . . . is therefore both necessary and extremely profitable when multiplied by the number of clerks, customers and transactions affected."

Such is the burden of the *Retail Ledger's* lay by Miss Ruth Leigh*. Manufacturers!—train the clerks on the merits of your merchandise—sell your sales talk to them if you wish to move the merchandise quickly!

How shall these retail salespeople be taught? By the educational director? "No," says Miss Leigh—she has neither the time nor the ability to absorb all the data on the myriad brands of merchandise pouring into the store. By the buyer? No again, for, while he usually knows the high points of value of the merchandise he has bought—he, too, is usually so busy in his primary job of buying—that another primary job—that of selling the salespeople on selling the goods would necessarily go begging if left to him. This leaves only the manufacturer—who is necessarily the most familiar with the merits of his own goods. He, says Miss Leigh, is the one to do this educational work. Thus will the triangle be squared away for a hitherto unheard-of volume of sales!

There are three ways, says this booklet, in which a manufacturer can help send personal training to salespeople:

1. By the traveling salesman who calls at the store.
2. By a traveling instructor, service man or special lecturer sent to the store for the express purpose of training salespeople.

3. By sales schools which the manufacturer may conduct at his plant or at various points for merchants and salespeople.

Printed educational helps also come in for a bit of discussion in this very able and understandable pamphlet. The later pages deal with the willingness of the manufacturer to supply almost any kind of material (which he is convinced that the retailer will conscientiously use)—advice on the format of the material and its simplest and most effective method of presentation—a list of suggested reading reference and a much longer list of retail sales manuals that have already been preferred by up-and-doing manufacturers for the squaring of the above-mentioned triangle.

You can never tell how much educational help you can get from manufac-

*Miss Ruth Leigh who was formerly in charge of education for the Vanity Silk Mills is now a free lance advisor on retail selling conditions. Her clients, among others, include Eastman Kodak, Mohawk Carpet Mills, Westinghouse Electric and Rand McNally. She has written a number of magazine articles and books including "Human Side of Retail Selling" and "Training the Retail Clerk to Sell Your Products."

turers until you seek it and in the past the average store has not taken the trouble to request it.

Told in a way retailers will clearly understand and appreciate—it will also be an eye-opener to many manufacturers. The supply of these booklets (which by the way sell for \$2.00 by the Retail Ledger Co., 1346 Chestnut Street, Philadelphia, Pennsylvania) is limited—so those who are sufficiently interested had better act quickly to get a copy.

Rayon—Study by P. H. S. B.

"Rayon, a New Influence in the Textile Industries"—a thirty-two-page case study of methods, markets, and cotton, silk and wool consumption, is one of the recent subjects of study by the Policy-Holders' Service Bureau.*

The subject is treated briefly but thoroughly in an elemental fashion. The several important manufacturing processes are each discussed in two or three paragraphs, as are the subjects of capital requirement for rayon production, conditions in planning plant location, leading rayon producers, etc.

Under the heading of markets come such subjects as the relation between the supply and demand in the United States geographical distribution of yarn sales, fabrics in which rayon is being used, advantage of combining rayon with other fibers, use of all rayon fabrics, demand for rayon by the leading textile trades, tremendous growth in the market for rayon in underwear, markets in the hosiery and piece goods fields and other market outlets.

The effect of rayon in the cotton, silk and wool industry is also discussed in detail. This is followed by an appendix containing a series of tables on world production of rayon from 1922 to 1927, inclusive.

Weld on Market Evaluation

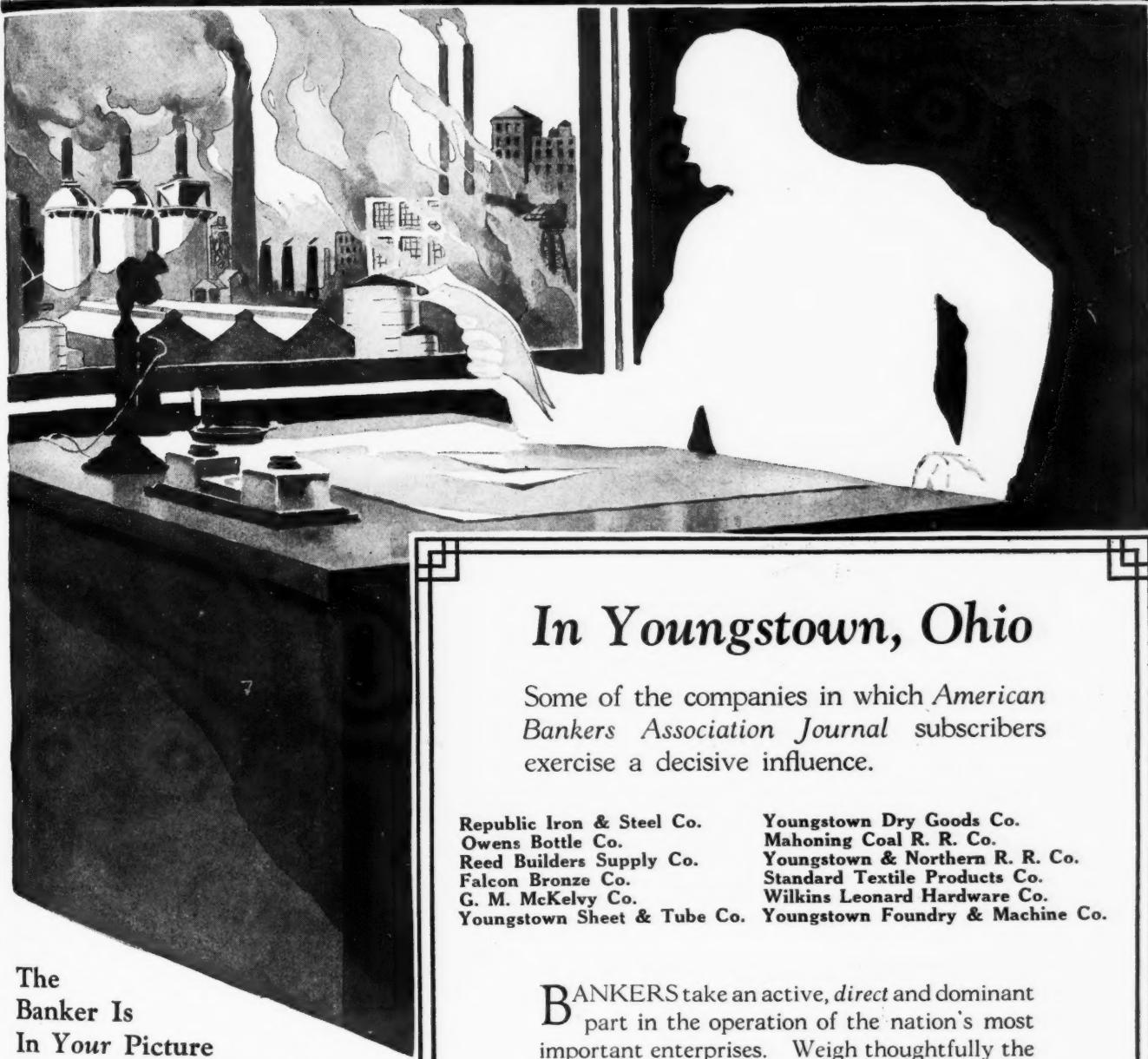
Word comes that the H. K. McCann Company has been working quietly for some time on a method of market evaluation, under the supervision of L. D. H. Weld, Director of Research, who was at one time professor of business administration at Yale University—and later manager of the Commercial Research Department of Swift & Company, Chicago.

This method, it is said, takes especial cognizance of the need of selecting and combining the particular factors that affect the sale of each product studied.

It is possible that certain basic details of this plan will be released in the near future so that a review of all current methods of market evaluation may be started in a forthcoming issue of *SALES MANAGEMENT*.

*The Policy-Holders' Service Bureau of the Metropolitan Life Insurance Company is a separate functioning organization interested in the general welfare of business; making and publishing studies of all sorts from the marketing of California grapes to the best current practices in paying salesmen's bonuses. A unique and exceptionally valuable organization in whose activities every concern generally interested in business should be interested.

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Falcon Bronze Co.
G. M. McKelvy Co.

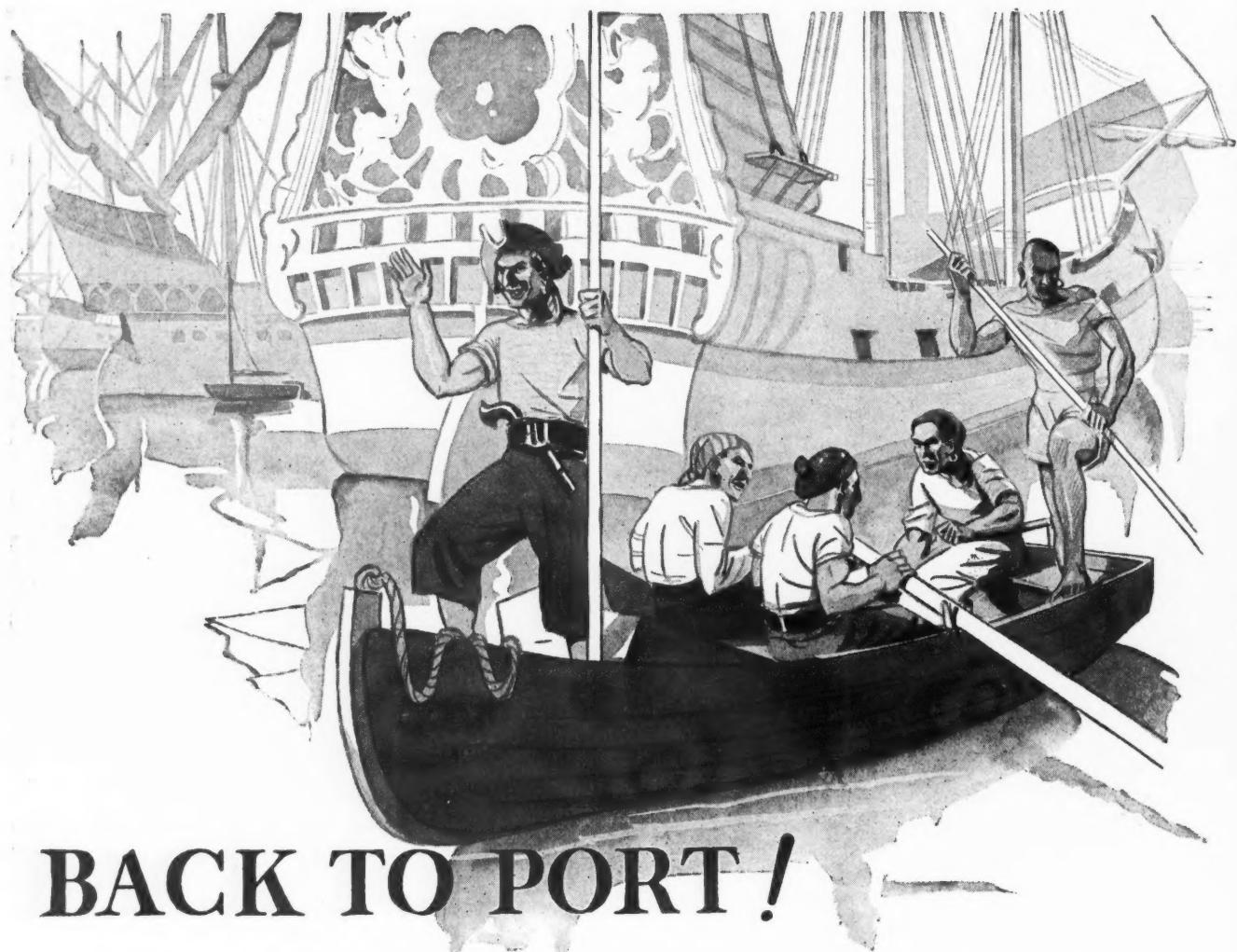
Youngstown Dry Goods Co.
Mahoning Coal R. R. Co.
Youngstown & Northern R. R. Co.
Standard Textile Products Co.
Wilkins Leonard Hardware Co.
Youngstown Sheet & Tube Co. Youngstown Foundry & Machine Co.

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More and more national advertisers are using the *Journal* to reach the bank market because of the banker's tremendous industrial influence and his definite importance in every community.

**AMERICAN BANKERS
Association
JOURNAL**
110 E. 42nd STREET NEW YORK CITY
Edited by JAMES E. CLARK





BACK TO PORT!

THE bold adventurers of old returned from foreign lands with strange gifts to thrill those at home—the work of mysterious climates and alien hands. Sir Walter Raleigh introduced pipe tobacco. Drake charmed the heart of his queen with oranges and silk stockings from his captures. Luxuries they were to a folk ignorant of what went on beyond the seas.

But now silk hose promenade with almost every flapper. Even the watches, automobiles, and radios that inspired awe a few years back are now sported by the multitude. Daily luxury articles step from the royal parade into the ranks of the work-a-day world. The same merit, produced

in mass quantities to meet the popular purse.

That's what happened to the royalty of the paper world. The launching forth of Caslon Bond gave to the work-a-day world the crisp quality that made business men of old thrifitly conserve bond paper for the very finest of their messages.

Sound economic reasons here, too. Natural advantages of manufacture and an invention permitting watermarking at high speed enabled Caslon Bond to pioneer branded standardization at a popular price. Advertisers and printers have found that to follow its banner leads to profit. Ask your paper merchant for test sheets and a copy of the new sample book.



The full story is in a book, aptly titled "Hidden Gold in the Bond Field." Write for a copy if you haven't one.



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Reg. U. S. Pat. Office

A popular-priced bond paper for a work-a-day world

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Book Service
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Radio Advertising

What About Radio? What may and what may not be advertised by radio—and how—by the head of a Chicago advertising agency who has made a careful study of the subject.

Bibliography

500 Business Magazines Classified by Subject. A new edition and a more comprehensive one of the analysis compiled by the famous business branch of the Newark Public Library.

Direct Mail

Direct Advertising That Dealers Buy and Use. A description of the methods and materials used by six leading national advertisers who have achieved more than average success with the distribution of dealer-help material and all of whom charge the dealers for this direct advertising.

Futura and Kabel. E. M. Diamant makes another noteworthy contribution to typographic art in this book of samples and examples of the two new Continental types which are making such tremendous inroads in domestic advertising.

Sold at First Sight. An unusually idea-full booklet on rotogravure printing with more than a hundred illustrated descriptions of how advertisers you know are speeding up sales through this pictorial printing process; package inserts, envelope stuffers, folders, house organs, catalogs and inserts, tabloids, etc.

Calling Your Shots. Another cleverly designed sample book of Atlantic Bond built around the idea that pool balls are numbered, but players iden-

tify them by their colors—and that business forms have names, but the quickest way to identify them is by their colors. The cover is a die-cut illustration of a pool table, with the balls colored by the sample sheets of bond which show through.

Prizes and Premiums

Marshall Field's Prize and Premium Catalog. Here are prizes, nearly a thousand of them, selected by this great merchandising house, with prices and points for your sales contest. Each prize is illustrated and runs the whole gamut of articles to please every member of the salesman's family.

Market Analysis

Major Jobbing Centers of the South. A colored wall map of the Southern states showing the county breakdown of the fifty-seven jobbing centers. The division is the same as given in the Department of Commerce "Atlas of Wholesale Grocery Territories," but the use of varied colors makes each area stand out clearly. With the map will come the subscription analysis of the *Southern Agriculturist* and county buying power and wealth statistics for the South.

The Oregonian Market. The man who designed this market book must be a sales manager, for he gives just the information that a sales manager wants who is breaking into the Portland market or trying to increase his distribution there. Published by one of the world's truly great newspapers.

Sonatron Tube Plans a New Company

Stockholders of the Sonatron Tube Company will meet on August 16 to vote on the formation of a new company which will include also the Tele-vocal Corporation and the Magnatron Corporation.

The Radio Corporation of America has granted the company a license for the manufacture of radio tubes.

Showing how CONFIDENCE MAKES SALES for the Druggist

"I RECOMMEND this plan to any merchant who can stand extra business. It really created the opening wedge. Refer any druggist in the country to me and I'll back you up."



THIS comment was volunteered by Mr. Maurice Lieber, a Philadelphia druggist, after he had made a merchandising tie-up with Good Housekeeping's advertising pages.

Early in June Mr. Lieber opened a new store, his second. He was faced by the natural problem of attracting trade and establishing good will in the shortest possible time.

He solved it by advertising that his store specialized in toilet preparations and pharmaceutical supplies tested and approved by Good Housekeeping Bureau of Foods, Sanitation and Health, and other merchandise advertised in and guaranteed by Good Housekeeping. They were prominently featured in a tabloid "newspaper" (shown above) he used as an announcement.

But after all, the unusual thing about this incident is the emphatic way in which Mr. Lieber worded his voluntary testimonial. Since the first of this year over 4000 retailers have promoted their stores in virtually the same way by displays, newspaper advertising, "events" and other forms of tie-ups featuring merchandise "advertised in and guaranteed by Good Housekeeping."

No one knows better than the retailer when advertising really sells goods. The fact that so many retailers use Good Housekeeping's advertising pages to stimulate sales is convincing evidence of this magazine's ability to sell your goods.

GOOD HOUSEKEEPING

Everywoman's Magazine

CHICAGO

BOSTON

NEW YORK

DETROIT

SAN FRANCISCO



1/12 of the nation's population in this one small area!

FIGURE it in square miles—the New York market comprises only 1/500 of the total area of the United States . . . but figure it in population and it represents 1/12 of the entire nation!

Here within this comparatively small 50-mile area are nearly ten million people—1,700,000 more consumers than in all the New England states combined.

Here in the richest of all sales territories are 9,958,000 customers—a live, responsive, buying public who are interested in new things and new thoughts on known products. As a whole, they have more, earn more, save more and spend more for the good things of life than any other comparable group in America.

But in spite of its great size and its enormous wealth the New York market is not a hard mar-

ket to sell. Here your consumer audience is concentrated—easy to reach, to tell and to sell because nearly half of the people who read any standard New York evening newspaper prefer the Evening Journal.

The New York Evening Journal dominates the whole New York market; it reaches every income group; it goes into the greatest number of worth while homes throughout New York City and its suburbs.

Advertisers can dominate the whole New York market, effectively, economically, without duplication and at one cost by concentrating their advertising in the New York Evening Journal. This one BIG, home-going newspaper is big enough and powerful enough to put over a campaign here single handed!

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by more than twenty million people*

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Building

ROCHESTER:
Temple
Building

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5 Winthrop
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Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER FIVE

NEW YORK, N. Y., AUGUST 3, 1929

Twenty-one Ways a Research Man Tackles a Sales Problem

BY BENNETT L. MOORE

Liberty Mutual Insurance Company, Boston, Mass.

NEW wants and new products have changed the once simple tempo of American merchandising into a great symphony of mass selling. That is the reason so many concerns are out of tune. And it also injects the thought that a new business giant may steal your thunder tomorrow if you don't dig in now. More than a few once powerful businesses have found that their unswerving adherence to timeworn products and sales methods have brought disaster.

A consideration of the ways a research man would approach your sales problems may suggest some much-needed line of interrogation in your business.

Here is about the way the research man goes to work:

¶ 1. Gathers and charts total sales along various lines.

This includes charting for several years by men, by offices, by districts, and for the company as a whole. It is amazing how few business executives know what sales production they get from each unit and from each man. The facts are usually available but are buried and unused. They are the temperature chart of business. No prescription should ever be recommended until the chart is consulted.

¶ 2. Breaks sales down by products or kinds.

There are many wrecked hulls of once mighty business ships rotting on the shoals of New Products or Old Products that have outlived their markets. Wasted effort and expense in slow-selling, unsatisfactory merchandise, are serious drains. There are many more examples of failure,

than there are of success, in the presentation of "companion" products, supplementary articles, and entirely new articles added to a successful line. Very few salesmen can adapt themselves to selling additional products particularly if they are asked to sell an article that has been of a competitive nature. It always sounds great on paper but it rarely works out that way in practice.

¶ 3. Obtains the cost of sales over a similar period.

When a business has to complicate its routine by offering special inducements to move certain lines, and slow down sales in standard lines, its sales costs, when analyzed, usually fly the danger flag. Lop off unprofitable volume sold at high cost and substitute smaller sales at a profit.

¶ 4. Analyzes profits earned to determine sources.

This includes analysis by men, by offices, by products, and by years. Star salesmen might be directed to the dunce stool if they were rated correctly on the basis of good business sold. Some so-called luminaries wouldn't twinkle so brightly if the costs of travel, collecting, servicing, and rebating were put in adjoining columns.

¶ 5. Puts the microscope on consumer relations.

This is done through the careful scrutiny of all correspondence and the analysis of other contacts with the public, both with users and prospects. We should like to have

the top executive look over one day's correspondence in one department, and really analyze it. It is by no means below his dignity. Every business, small or large, pays about fifty cents for every letter written. The physical cost of correspondence is great and worth studying for that reason alone, but a true picture of the elements of promptness, completeness and accuracy are worth vastly more. This highly important work is usually delegated to low-priced, low-quality workers and the results are of the same calibre. Sales research will clean house and pave the way for the sales building contact.



¶ 6. Analyzes service methods in different offices.

In any organization selling products that require service the company's future in that territory is in the hands of its service representatives. If you don't believe this, ask ten automobile owners what they think of their cars.

¶ 7. Finds out what prospects think of products.

Just why can't we get more volume on this gadget? Sales research will tell you why you can't or how you can and your prospect list will gradually grow into a user file.

¶ 8. Finds out what users think of products.

It is surprising how little some manufacturers know about the ideas which their "public" hold about their product. Millions of dead accounts on the books of thousands of manufacturers would be active today, if the manufacturer had taken his clients' pulse more frequently and intelligently.



¶ 9. Establishes a satisfactory sales report system.

Such a system should help these men who make the reports, as well as the home offices. Salesmen who are required to make and use a sales report system are usually from 10 per cent more efficient and productive than those who don't. If the reports were never used at all by the sales manager—and too many of them are laboriously compiled and analyzed and never properly used—they would be worth many times the effort to the salesman himself. They would teach him how to plan and execute his job more effectively. Nothing else will ever do one-half as

much to step up the number of calls, increase the number of effective interviews and boost the percentage of calls to sales. In addition to the value to be gained from his own report by the intelligent salesman his report has untold value in constructive supervision and provides the foundation for the sales manager's job. It is possible to plan an effective daily report which will neither take too much of the salesman's time nor add an unnecessary burden of overhead. These reports will give the executive in charge a clear bird's-eye view of conditions in the field.

¶ 10. Starts a modern, current sales record system.



Modern sales management demands a day-to-day sales control. Most sales departments are in the red and out of control before the sales manager can spot the leak and plug it. Practically everybody spends enough money to get the right kind of sales records but the records are usually incomplete and nearly always reach the head of the business too late to be of much value.

¶ 11. Finds out what sales force knows about products.

These facts are important considered in their relation to ease of sales and service. When an article isn't moving in some territories yet enjoys good volume in another, you can usually place the blame on poor man-power, inadequate training or weak supervision. Blame the man, not the territory—if you are sure he has received the proper training. Often it is wise to switch men into new territories.



¶ 12. Learns how prospects are found and selects best ways.

After collecting this data, he may set up a general plan for prospect-finding for the entire organization. Some men always have plenty of prospects, sometimes too many for effective closing; others have so few contacts that they never have a chance to become consistent producers. Sales research will define your markets and give you the background to supervise the creation and development of the maximum number of prospects in every territory. By eliminating the least effective, most expensive prospect-finding plans and concentrating on the methods proved the most productive, a large portion of the expensive canvassing now being done by some concerns can be eliminated.

¶ 13. Compiles the best sales ideas of successful men.

This data can then be used for study and reference. An ordinary sales manual is a liability. A really worthwhile sales manual is indispensable—vital in sales training, and a constant source of valuable sales guidance. If you haven't got a good one, delegate the job today to the best man in your organization. Make sure he handles it personally. Don't turn it over to the young college graduate who has just joined your organization.

¶ 14. Determines the best means for customer follow-up.

This will mean the finding of a plan for listing, calling back, and closing buyers. In the average organization where there are, let us say fifty branch offices and two-hundred salesmen, an analysis usually shows that there will be about fifty different kinds of prospect files and about two-hundred different sales presentation systems. A standardized system embodying the best features of the lot will add tremendously to the efficiency of your men in the field and provide you with a vital thing in effective direction of sales effort.



¶ 15. Studies sales methods of best salesmen.



There must be good reasons why Smith, Jones, Black, White, Green and Brown are at the top of the column. The right kind of research job will show you why and tell you how other men can duplicate their results. The best sales methods should be presented in a sales manual.

¶ 16. Analyzes compensation plans for the men on the sales force.

Are your good men entirely happy in their jobs? If they are you are an unsung genius. The chances are you could step up results 25 per cent by minor adjustments in your salary, commission and bonus plans. There is a growing tendency to reduce earnings of salesmen through stop limits, or increased quotas before bonus payments are made. There are many inequalities in earnings between men in most sales organizations and don't kid yourself that they don't know it. Generally speaking, one man who sells twice as much as another should earn twice as

much. There is a lot of jealousy between inside executives and salesmen and the former are frequently appealed at the cost of the loss of good will of the sales force. If your present compensation plan does not provide some incentive factor in the shape of a stepped-up commission or bonus as a reward for unusually fine performance, a big opportunity to increase sales is being lost.

¶ 17. Makes a comprehensive study of competition.

It doesn't take long to dissipate a competition complex if the proper steps are taken to analyze and compare all of the factors. Make a point-to-point comparison of your product with your competitors'. Most competition talk is 10 per cent fact and 90 per cent gossip—built into a veritable taboo by lack of knowledge and a lazy mental attitude on the salesman's part. Help him scatter this bugaboo by doing his thinking for him or, at least, directing his thought in the right direction. A factor of this kind forms a very constructive subject for sales supervision when an executive visits a branch office. It is stimulating to everyone.



¶ 18. Catalogues forms of advertising and sales promotion.

When this is done ways and means of using these tools can be established. If all the well-planned, well-conceived advertising material, which has been hailed with fanfares and then relegated to the top shelf of supply rooms, was laid end to end it would paper the country.

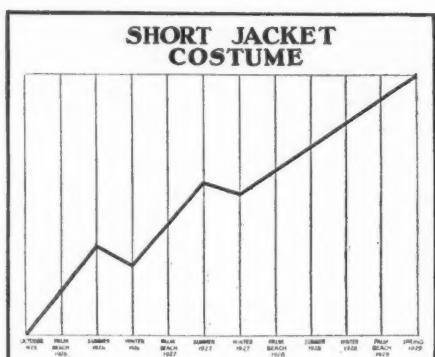
¶ 19. Makes sound suggestions for all forms of publicity.

Let your research man make a searching study of your advertising appropriation to see what your advertising manager bought for the money you gave him. The selection of kinds of publicity and the media within the various classes is too often handled in a slipshod way. Every day one sees articles that a superficial knowledge of distribution would seem to indicate should be advertised in newspapers instead of magazines, and vice versa. Too much advertising space and media is bought on good-fellowship. There is much aimless shifting about between mass and class and both are usually played so evenly that split effort wastes the whole appropriation. Then find out just how well your sales and advertising programs are coordinated. Millions have been wasted in space before distribution was secured. For example, I have been trying for over two months to buy a certain confection that has been advertised

(Continued on page 214)

Facts versus Hunch in Forecasting

While the examples in this article are all taken from the field of women's wear and accessories, the method employed for the study of fashion trends is being used in many other lines. Every manufacturer whose business depends to any degree on fashion change, will find this article important and helpful.



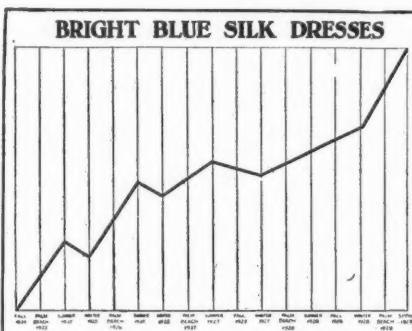
PUBLIC taste is in a constant state of flux. The manufacturer, whose business is dependent upon his ability to cater to it, must therefore follow the trends of fashion and even be able to foresee what general direction fashions will take. If he does not do so, and does not adapt his output to his conclusions, he is likely to find himself in as sad a situation as the hairpin manufacturers when boyish bobs came in.

The old idea that a fashion is something which springs up nobody knows why or whence, that it is here today and gone tomorrow, and that therefore no safe prediction can be made as to its future course and probable influence on selling any particular line of goods, is obsolete. We have proved that it is possible to analyze the present consumer acceptance and chart the future trend of any fashion just as scientifically as economists chart the course of the stock market.

Fashion merchandising can thus be made as accurate as any other business, and mark-downs and losses of goods

because of a shift of public taste can be reduced to a much smaller figure than those suffered in the past by many stores and manufacturers.

In charting fashion trends we must keep in mind two things: (1) Fashions do not start overnight; they begin slowly and develop over a long period of time; (2) A fashion, once introduced, makes no progress unless it is accepted by a sizeable number of people.



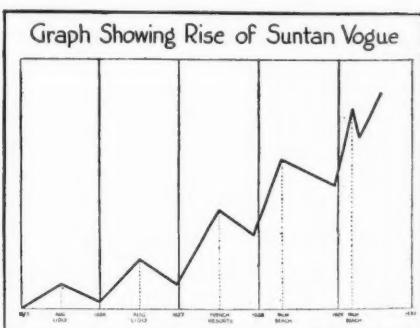
With these two facts in mind, the manufacturer can note the introduction of any given fashion, determine through various sources of information how widely it is being accepted, deduce from these facts how widely it will be accepted in the near future, and on the basis of this information, manufacture goods that will be mass sellers. Such a scheme is a much more accurate preparation for intelligent manufacturing than the "hunches" of even the most inspired business executives.

Amos Parrish & Company will hold, in August of this year, two Fashion Merchandising Clinics, to which merchandise managers, fashionists, buyers,

store owners and managers, manufacturers and other executives from all over the United States will come. The first Fashion Merchandising Clinic, held in August of last year, was attended by sixty executives; the second, in January, 1929, had 188; the two in August will have a combined roll call of more than 350. All interested in fashion, in fashion analysis and fashion merchandising methods.

The growth of interest in the fashion work that we are doing is centered largely on our method of plotting the trends of fashion and forecasting fashion changes from season to season. We are reporting the directions fashions are taking, which ones are increasing and which decreasing in public acceptances. Because many sales executives still regard fashion as something mysterious — something which cannot be known, but must be guessed at — a short analysis of several typical current fashions may be helpful to manufacturers confronted with the fashion problem.

Accompanying this article are charts showing the progress of the suntanned mode, the blue silk dress fashion, and



the short jacket costume. Although all these charts happen to be in the field of women's wear and feminine accessories, it is just as possible to chart the course of a fashion in, let us say, automobile bodies, curtain materials or kitchen utensils.

In steering a ship, it is necessary to keep an eye on the compass and make an entry every day; charting a fashion requires the same unremitting dili-

Fashion

As told to Mary Day Winn

BY AMOS PARRISH

So widespread is the interest in fashion that 350 executives are attending the merchant chandising clinic being sponsored by Mr. Parrish in New York this month.

gence. To develop a chart such as those pictured here, we do not content ourselves with simply keeping our eyes open and forming a general idea. We actually put the adding machine on fashion. We keep a record of every fashion we are following, note from various sources its degree of acceptance. *Women's Wear* may carry a mention of knee-length pajamas; does this item point to a tentative showing of the style? Does it mean a mass acceptance in any one store or city? Or does it show a falling off in popularity?

there is an increase in the sale of cotton goods and a decrease in silk; or vice versa; that women's suits are selling well but coats are falling off; that Oriental rug sales are gaining but domestics are losing. All these facts are evidences of fashion trends and changes.

We study the news photographs of women and the pictures of the interiors of fashionable homes; we read the descriptions of fashionable weddings; we watch window displays; we note costuming for modern plays, and check on the various fashion reports supplied by manufacturers, wholesalers and retailers. Finally, from all this mass of data, a great deal of which is accessible to anyone, we make a picture of the present trend and acceptance of a fashion and draw conclusions not only about its future trend, but about its effect on fashions in other lines of merchandise.

An excellent example of the effect of a new fashion on many lines of merchandise is the progress of the suntanned mode, which has influenced almost every item of woman's costume.

Here are some of the steps we noted in following and charting this mode:

1. 1920
Organization of "back to nature" societies in Europe. Complete exposure to the sun the practice in these clubs.
2. 1925
Use of the ultra-violet lamp and sunbakes for health purposes, especially for children.
3. 1925, August
"Suntan fashion" begins at the Lido.
4. 1926, August
"Suntan" again popular at the Lido.
5. 1927
(a) French resorts, Deauville and Antibes, take up the sunburn.

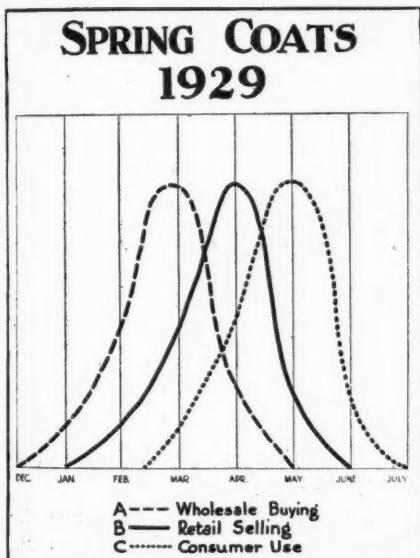


Amos Parrish

- (b) September 16, 1927—*Breath of the Avenue* reports sensation of Patou's models with suntan make-ups.
- (c) Best's sponsored suntan for the Palm Beach season of 1927-1928.

The suntan influence since then has, of course, been spectacular. Its effect on other lines of goods, which has been very marked, has followed a rational course. Some of the outstanding results have been these: (1) Suntan make-up and cosmetics put on the market; (2) Popularity of those pastel colors flattering to sunburn, notably white, blue, yellow, pastel green and chartreuse green; (3) Introduction of sleeveless sport dresses and low-back bathing suits, sport dresses, sweaters and evening dresses; (4) Shoulder capes with daytime sleeveless dresses; (5) Sports dresses with shorts, for wearing on the beach; (6) Increased popularity of the short jacket; (7) Popularity of the brimless turban, the small beret and the "fisherman's hat"; (8) Use of suntan shades in hosiery and partial elimination of hosiery on the beach and in sports costumes; (9) Suntan gloves and shoes to match suntan hose; (10) Metal, wooden, coral and turquoise jewelry, which look well with suntan skin; (11) New lines in lingerie, to conform with low back

(Continued on page 216)



Newspapers and fashion magazines are, however, only one, the most obvious one, of our sources of information. We get facts directly from the markets and manufacturers. We observe the promotion and sale of a given fashion in stores, through the seasons. We check the new apparel and accessory fashions, for example, shown in the Paris houses, and determine to what per cent they are gaining acceptance abroad and are being taken by American buyers.

We watch the regular Federal Reserve and other Government reports, from which much about the trends of fashion may be determined. We learn from the reports, for instance, that



Two and a quarter million coupons, each offering a package of Merlin free, were made available to housewives in the New York territory this week.

Exclusive Jobber Plan Gives Merlin a Flying Start

As told to Lawrence M. Hughes

BY STANLEY Q. GRADY

*Vice-President and General Manager, Merlin Products Corporation,
New York City*

AN organization of exclusive distributors, backed by localized national advertising and free initial stock for each of the distributor's retail customers, has enabled the Merlin Products Corporation to build up in two months "spontaneous distribution" through 80,000 outlets in seventeen metropolitan markets and to launch an effective program for holding them.

On March 26 we first announced to jobbers in the seventeen cities served by the *American Weekly* that a full-page, all-color advertising campaign for Merlin, a household cleaner which had formerly been on sale as

Kal-Kar, would start in that publication exactly two months later. We announced that the jobber appointed in each locality would have exclusive charge of the sale of Merlin there and that all advertisements in the \$500,000-a-year campaign—which would also include billboards, direct mail and radio—would be signed not by the Merlin Products Corporation but by the individual jobber.

We told them we intended to sign up 60,000 dealers for the seventeen localities before the consumer campaign started, and that, to do this, we would give away to each of the jobbers' customers an initial retail

stock without cost to either the jobber or the retailers.

We aimed for 60,000. When the consumer campaign broke on May 26, we had more than 80,000.

Our greatest problem, of course, was not to get the dealers, but to hold them. We needed repeat orders from these 80,000 dealers who availed themselves of the free offer. The free offer got our product on display in the stores, but only aggressive promotion would arouse a consumer demand which would encourage the dealers to push it. We figured that if we got 25 per cent of the 80,000 dealers then displaying Merlin to reorder within three months, or by August 26, we would have the backbone of a nation-wide distributing organization and our business would be put, right from the start, on a fairly profitable basis.

This consumer campaign is now two

months old and the goal is already in sight.

Some localities are coming along faster than others. We felt that if we could "crack" the New York market—probably the toughest of all—the others would more rapidly fall into line. We now have received repeat orders from 4,000 of our original 14,000 stores in New York City and more reorders are coming in at the rate of nearly 300 a day. This does not include chains—several of whom have recently been closed.

Before the campaign was started we built up through personal contact a distributor in each of seventeen cities. Explaining our proposition, we told them that Merlin sells to the jobber at \$4.60 per case delivered. This price carries the usual 2 per cent discount for cash. The resale price to the retailer of \$5.40 permits the jobber to make practically 15 per cent on the turnover. We have contracted to spend \$250,000 in advertising Merlin during the first six months of the advertising campaign. This advertising consists of eight full pages in color, three months of outdoor advertising, a direct mail campaign to 60,000 retailers and the announcement of the campaign by a complete national radio hook-up in all stations of the Columbia system.

To Eliminate Sales Resistance

"The first step in marketing," we pointed out to our jobber prospects, "is necessarily the gaining of a requisite percentage of distribution to make the advertising efficient. The customer, when sold by the advertising, must be able to secure the merchandise. As the field will be intensely competitive up to the time when the public is made conscious of Merlin's additional advantages, the company proposes to eliminate sales resistance and the expense of specialty salesmen in gaining this distribution by giving the initial retail stock to 60,000 dealers absolutely without charge.

"This," we emphasized, "will be one of the few bona fide free deals ever given to the trade. There will be no strings to the offer. The retailer has to sign nothing, nor does he have to promise anything in return. These free goods will be packed in a handsome counter display container (an advertisement in itself) and each container will hold eighteen full-sized packages of Merlin to be resold by the retailer at fifteen cents per package, which consequently net that retailer \$2.70, all profit to himself. We supply these counter display containers to the wholesale distributors without cost.

The sooner the retailer sells this initial stock the sooner he has the \$2.70 in the cash register, and in addition to this, we furnish him with a window streamer, which, if he puts it in his window, will tie up his store to our advertising campaign and allow the passers-by to know that he has Merlin. We believe that this plan will effect distribution in two weeks from the date the wholesaler receives the stock."

The Merlin Products Corporation also emphasized at that time that we proposed to appoint one exclusive wholesale distributor for each market. We believe that the greatest possible cooperation can be gained from a wholesaler who has the exclusive sale of a highly advertised commodity. The advertising helps increase his prestige and the pride of ownership is added to the other incentives. It gives him a reason to utilize the best effort of his own sales force at that difficult period in the beginning of any merchandising campaign. There is not the same incentive for a wholesaler to give the utmost cooperation if the profits are to be divided among his competitors.

of cooperation. We believe that in all cases where our brokers make a wise choice in selecting their exclusive distributor, we will undoubtedly achieve the distribution in two weeks.

We propose to give the jobber the protection of a long-term contract and during that time, as we have said, we expect to do our advertising over his name as exclusive distributor. Our idea in getting the distributors to sign our advertisements in the various localities was not only to stimulate the jobber's enthusiasm for us, but to enable us, a new company, to capitalize on his local prestige.

In return for this cooperation we are asking the jobber to buy one case of Merlin for every four counter displays we give him free, and we, in turn, guarantee the sale of his purchase for a period of ninety days. In other words, we will take back any unsold portion of the original purchase which he desires taken off his hands, ninety days from date of invoice.

It is obvious why it is necessary for us to insist on this purchase, as the distributor will only be buying enough to supply repeat business from one out

In this current campaign on a household cleaner, all of Merlin's newspaper advertising and advertising in supplementary media is running under the name of the jobber in the territory. These tactics won re-orders from 5,000 dealers in the New York territory within sixty days of the first announcement.

As outlined above, we furnish the exclusive wholesaler with sufficient of the free counter displays to give the \$2.70 "present" to 60 per cent of the retail trade of his jobbing area. In addition to this, we pay that jobber twenty-five cents per counter display as a profit to him on the displays he puts out. The twenty-five cents represents more than the jobber's profits on the dozen and a half packages even if he had bought and sold them, and it puts him in a position to do a favor for retailers who are desirable prospects but not yet customers.

As an additional help to our jobbers in getting these displays out rapidly, we are planning a \$50,000 four-piece direct-mail advertising campaign. Not only that, but representatives of the papers in which we are advertising are to make 17,000 calls divided among the seventeen cities which will be included in this campaign. In these calls their men will show copies of the advertising and help to persuade the retailer give the greatest amount

of every four stores which he has stocked under the free deal.

We are trying, in every case, to get the distributor to reorder in straight carload lots, each carload containing 800 cases of Merlin.

Because of our desire to do a thorough job in the New York market first, we have thus far concentrated the major part of our advertising and personal sales work in that territory. There we used, at the opening of the campaign, three newspapers.

Originally we planned to have all the selling taken care of by the jobbers' salesmen, but it became more and more apparent that we must reinforce this part of our program. In the drive on the New York territory 14,000 dealers accepted the original offer. To obtain a quarter of them as regular customers by the end of the three months' period we had to sign up 3,500. In sixty days the R. C. Williams Company, our New York jobber, had sold 2,000. Then, two weeks ago, we started to work a factory sales force

of twenty-two men. These men are now averaging one sale for every two calls they make on the retail trade.

The New York campaign is being supplemented by a free coupon offer. This week 2,250,000 coupons, each offering a package of Merlin free, were made available to housewives in the New York territory. Eight hundred thousand of them appeared in one New York newspaper (about two-third of the circulation of which is the city proper) and 1,250,000 were placed in mail boxes in the better class neighborhoods.

We are offering a cash prize of \$500 to be divided among all salesmen who

average more than ten sales a day in exact proportion as their sales exceed that qualifying figure.

The result is that instead of 3,500 stores in three months, we now have 5,000 independent retailers in the New York metropolitan area, not counting chains.

When we have "cracked" New York we shall start to add distributors in other localities, probably in Chicago or Boston. For the present we feel we shall have enough to do to cover thoroughly the seventeen cities upon which our original attack was launched. National distribution, as such, will not come for a while.

Government to Make Changes in Purchasing Policies

BY WALDON FAWCETT

FIRMS selling to the Government stand to get their money more quickly. Sellers also are enabled to obtain inclusive checks for complete transactions instead of the present piecemeal payments. Better yet, Uncle Sam is to cease virtually compelling marketers in various commodity lines to maintain a warehousing service for him.

These reforms and others will be the net result of belated action by Congress. February, last, Congress passed an enabling law, known as the Wood Act, which authorizes the overhauling of the purchase system of the Federal Departments. It only remains for the present Congress to provide the additional appropriation to carry out the promised program. A revolving fund of \$400,000 is necessary for the new system of short-range purchasing and also a budget to erect and operate the authorized Interdepartmental Warehouse, on a railroad siding at the capital.

The impending shake-up—a boon to everybody who sells the biggest business establishment in the world—shifts the Government from a basis of buying by annual contract to a system of short-term, "fixed quantity" purchases. Federal purchasing agencies, functioning through the central organization, known as the General Supply Committee, have been slipping into the new procedure for several years past. They gave Congress an object lesson by demonstrating that \$80,000 a year, or 36 per cent of the purchase price, could be saved, solely on the purchase of tires. But the buying staff could not go very far or very fast in their reform program

without specific authority and operating funds. The best they have been able to do, to date, is modernize the purchase system covering about \$1,500,000 of annual purchases out of a total yearly of approximately \$8,000,000.

Purchasing heads of the Government have been anxious to simplify selling to Uncle Sam because the antiquated and cumbersome method has operated to keep some desirable supply interests from seeking Government business.

From the Government standpoint, the most serious defect of the old system is its cost, owing to the necessity on the part of bidders to play safe. Under the running or continuing contract system, a contractor obligates himself to furnish a commodity at a fixed price, in the quantities demanded at any time during the contract—presumably one year. The result has been that bidders have been forced to name prices to Uncle Sam which may be relied upon to protect the contractor by providing a margin ample to cover fluctuation of market price during the twelve months. Determined to be on the safe side, sellers of such standard commodities as impression paper, library paste, erasers and cotton flags have bulged quotations more than 20 per cent beyond the prices they would demand for average, immediate transactions.

By the new deal Uncle Sam is not going in for hand-to-mouth buying, but is committed to a policy of buying close to the market. The normal buying span, by the new routine, will be three months. Instead of each department purchasing separately

through a fiscal year under contracts entered into by the General Supply Committee for the use of all executive offices in Washington, the departments and Federal establishments will send to committee each quarter specific statements of quantities required of the more important supplies. These quantities are consolidated into invitations for immediate award and delivery. All items thus bought for delivery in Washington are consigned to the General Supply Committee.

When the revolving fund is made available the General Supply Committee will pay out of hand for the consolidated purchases. The superintendent of the Supply Committee says this promise of prompt pay is a dependable assurance under the new system. Under the limited program of consolidated purchase heretofore tried, not only has payment been impeded but paper work has been multiplied tremendously.

The scheme of consolidated, short-span purchase will never function 100 per cent. The full \$8,000,000 shopping list will not come under the new formula, nor will the contemplated interdepartmental warehouse handle the sum total of Federal purchases. A typical exception is office furniture. Firms selling office furniture have developed their own facilities for warehousing to the Government, and if the sellers are content to carry on Uncle Sam will not disturb the arrangements.

To Include Branch Offices

If the new short-range, quick-pay process of buying for the Government does not take in the full \$8,000,000 of annual purchases for use in main offices in the District of Columbia, the lack will be more than made up. Primarily, the General Supply Committee is supposed to handle buying only for Washington, leaving outfitting of field offices to other arrangements, but there has been an increasing disposition to buy for branch offices under the General schedules.

It is not contemplated that the Government, even with its prospective warehouse, will buy for Washington delivery and reship to outlying points. Field buying, under the General Supply schedules, will be confined largely to articles the manufacturers of which have a system of distribution (national or international) permitting them to deliver economically to U. S. branch offices.

Underlying the whole program of reform is a desire to render the Governmental purchasing system more adaptable and more flexible.

Chains and independents alike maintain the price on this product, while prices on competing goods are slashed to the bone. Sales volume has expanded from 25 to 100 per cent a year, largely through local newspaper advertising and dealer display tie-ups.

Specialty Appeal Lifts Bab-O above Price-Cutting Temptation

As told to Michael Stephens

BY LOUIS J. GUMPERT

General Sales Manager, B. T. Babbitt, Inc., New York City

WHEN B. T. Babbitt, Inc., introduced Bab-O, a bathroom "brightener," five years ago we fixed for it a price of fifteen cents a can, or two for a quarter.

Today every one of the 50,000 stores who now carry it—chains and

to be sold at a cut-price as an inducement to get people into their stores for other products, but that it was a specialty with a definite job which no other cleanser could do as well—a higher-priced product with a wider margin of profit for them.

We simply gave them a good bargain and they had sense enough to keep it so.

But to do this we had to assure them *volume*. To get volume we had to advertise consistently and merchandise aggressively. We have had to increase our sales from 25 to 100 per cent each year (last year we sold 444,667 cases) and our advertising in proportion—based on the sales increase of the preceding year.

Of course, as we gradually developed national distribution, the percentage of increase recently has not been as high; but it has been consistent, and we intend to keep it so. This year our quota is about 25 per cent more than for 1928. The 1928 volume was 54.9 per cent over 1927, and the 1927 volume 82.9 per cent over the preceding year. During the "introductory year" of 1925, as compared with 1924, it was much higher.

Bab-O started in a small area. It has been our policy to cover one market—to develop recognition there by jobbers, dealers and housewives—quite thoroughly before entering another.

This member of the B. T. Babbitt line was introduced in New York City in 1924. We then went out into New York State; then successively into Boston and the New England States, Philadelphia, Pittsburgh and Pennsylvania, New Jersey, Delaware, Baltimore, Washington and the rest of the Atlantic seaboard. At the same

time Los Angeles, San Francisco, Seattle and other Pacific Coast towns were covered. Then came Chicago, Detroit, Cincinnati, Cleveland and other important centers east of the Mississippi River until in 1928 the nation was thoroughly blanketed and 50,000 stores were carrying the Bab-O line.

At present distribution is divided about equally between chain stores and independents, the sale through independents being handled exclusively through jobbers. The company has succeeded in convincing these stores that Bab-O at this price gives a worthwhile margin of profit, and wide advertising through newspapers and magazines, creating a demand for it among housewives, has convinced them also that it is a quantity seller.

The initial appropriation to introduce Bab-O in the East was less than \$50,000. The advertising appropriation for 1929 exceeds \$500,000. For introductory purposes our advertising program was, of course, relatively larger than at present—each dollar in the appropriation being responsible for the sale of a certain number of cases.

Because this product is intended for bathroom use, newspapers in the larger cities were the initial medium. Consumer advertising was used entirely on the theory that once the housewives were sold on the product, their neighborhood stores would be glad to stock it. The Babbitt company did not advertise in any city, however, until they had secured fair distribution through jobbers and chain stores there. This, of course, was largely a personal contact problem, under the direction of a zone sales manager and district sales managers.

When a fair distribution was obtained in a given city, sampling was done from house to house. This program was tied-in with the advertising campaign in the leading newspaper or newspapers. Grocers cooperated with window and counter displays.

Step by step distribution was ex-



Louis J. Gumpert

independents alike—continue to sell Bab-O at the original price.

To achieve this end, no solicitation, other than personal contact, and no "pressure" have ever been employed. At fifteen cents a can the dealer's profit on Bab-O averages about 35 per cent higher than for competitive products. We and our jobbers told our dealers, and kept on telling them, that Bab-O was not "just another cleanser,"

tended and the second year (1925) Bab-O entered Pittsburgh, and later in the year practically every one of the larger cities in the United States, including San Francisco, Los Angeles and Seattle.

In the third year the attack was directed upon Texas, Oklahoma and the agricultural states of Kansas, Nebraska and Iowa. During all of this time the company was still developing the original territories.

Usually the first program was to sell the larger chains and jobbers operating in the particular localities. The Babbitt company wanted to impress the store managers and owners that Bab-O at fifteen cents was a profitable item. At the end of the third year practically every large chain system in the United States was carrying it.

When complete national distribution was obtained the company started advertising also in magazines.

The appeal was entirely for a clean and shiny bathroom. In 1927 the slogan was "Bab-O for the Bathroom—Enamel and Porcelain." With competitors following them into the bathroom, Babbitt, in 1928, went them one better with the slogan, "Bab-O for the Bathroom—Works Like Magic All Over the House."

Starting in April of this year the company launched its largest campaign, in 200 newspapers, the *American Weekly*, *Ladies' Home Journal* and *Good Housekeeping*, to "glorify the American housewife"—in which the "ease" of using Babo-O was emphasized. Bradshaw Crandell, Haskell Coffin, Hayden Hayden, McClelland Barclay and Neysa McMein and other leading artists are cooperating to show how beautiful one may remain by conserving energy through the use of Bab-O.

Eighty Companies Agree to "Tree-Mark" Lumber

Eighty lumber manufacturers, located in sixteen states and the Province of Ontario, have signed an agreement to "tree-mark" and grade-mark the output of their mills. This agreement is the outgrowth of an effort of the organized lumber industry in cooperation with the United States Department of Commerce to simplify, standardize and authenticate trade practices. The "tree-mark" signifies that the lumber on which it appears is guaranteed by the National Lumber Manufacturers' Association to be American standard lumber and correctly graded. The association thus assumes responsibility for the product of its members.

Type of Store	Number of Outlets	TABLE A	
		Total	Sales Volume
Grocery and Delicatessen	1,398	\$34,206,954	\$24,468
Specialty Food Shops	472	9,638,170	20,420
Prepared Meal Outlets	502	8,128,822	16,193
Refreshment Outlets	407	3,768,974	9,260
Related Products	193	2,218,782	11,496
Total	2,972	\$57,961,702	\$19,503

Store Size Group (Annual Volume)	Number of Outlets	TABLE B	
		Sales Volume	Rent Expense in Per Cent of Sales
Less than \$5,000	268	\$ 734,616	8.12
\$5,000 to 9,999	235	1,700,181	4.46
10,000 to 24,999	407	6,564,263	2.73
25,000 to 49,999	268	9,805,355	1.78
50,000 to 74,999	106	6,319,479	1.39
75,000 to 99,999	34	2,867,915	1.24
100,000 and over	39	5,839,166	1.35
Total	1,357	\$33,830,975	

Store Size Group (Annual Volume)	TABLE C	
	Grocery Stores	Meat Markets
Less than \$5,000	\$ 2,441	\$ 2,128
\$5,000 to 9,999	5,247	4,790
10,000 to 24,999	8,134	7,305
25,000 to 49,999	11,871	10,608
50,000 to 74,999	14,362	13,744
75,000 and over	13,375	24,838

Survey Shows Small Stores Have Excessive Selling Expense

BY JAMES TRUE

OME INTERESTING and valuable information determined by the Louisville survey was given out by Frank M. Surface, assistant director of the Bureau of Foreign and Domestic Commerce, during a recent talk at a meeting of the Quality Bakers of America in New York. Besides a number of facts dealing specifically with the baking industry, the address of Dr. Surface was based on the following information dealing with the distribution of food and related products:

As one phase of the survey, a census of food distribution was taken in the Louisville market, which was defined as comprising the cities of Louisville, and New Albany and Jeffersonville, Indiana. The 1920 census showed a total population of 267,981 within the corporate limits of these three cities.

Reports were secured on all sales

at wholesale and retail in grocery establishments, and sales of food and related products in all other outlets. Preliminary figures indicate that a total of \$57,961,702 was spent for food and related products in 2,972 retail outlets during 1928 in the Louisville market, as defined above. The number and kinds of outlets with their sales volume are shown in Table A.

In the 2,972 outlets there were 2,960 proprietors actively engaged in the conduct of their businesses, and, in addition, 6,906 selling and other employes, making a total of 9,866 persons engaged in the food distribution of the market.

The data also includes a classification of retail grocery and delicatessen stores by annual sales volume, with the rent expense expressed in percentage of annual sales, which gives an indication of the effect of store size

(Continued on page 220)

This Direct Mail Campaign Doubled Sales Within a Year

The unit of sale was high. The subject was a difficult one to talk about, for the product being sold was burial crypts in a mausoleum. How the approach was planned and how personal sales strategy was used to cash in on inquiries is told here.

BY MARC N. GOODNOW

WHEN the unit of sale is above \$400, the buyers numbering not more than one in a hundred and the product one whose atmosphere and appeal require a beautiful and expensive booklet, the distribution of which must be carefully safeguarded, a selling campaign develops no end of unique angles. Given, moreover, one of the most unusual commodities in the whole category of merchandising, a mausoleum, and you have a combination offering a real test of sales and advertising ingenuity.

Such a chain of circumstances confronted the California Mausoleum Company, Los Angeles, in the sale of its Hollywood, Inglewood and Riverside mausoleums, containing more than 4,200 crypts and representing an investment of more than \$2,000,000. And yet, with printed salesmanship, the volume of sales was nearly doubled in a year's time, with an expenditure for direct mail and booklets of 5 per cent of the gross annual volume.

Far from being as doleful or gruesome as the product might indicate, this campaign was a real adventure in the sale of sentiment, the sale, in fact, of the beauty of death. It painted the beauty of eternal sleep amid the cathedral stateliness of polished marble, stained art glass, embowered corridors and niches; it put the sentiment of love and devotion into print. There is no other way to sell such a commodity before the hour of actual need. In every respect, it was an appeal to emotions associated with thoughts of loved ones who had died.

The successful sales campaign evolved from a mistaken assumption

Dignity was the keynote of all the California Mausoleum Company advertising.

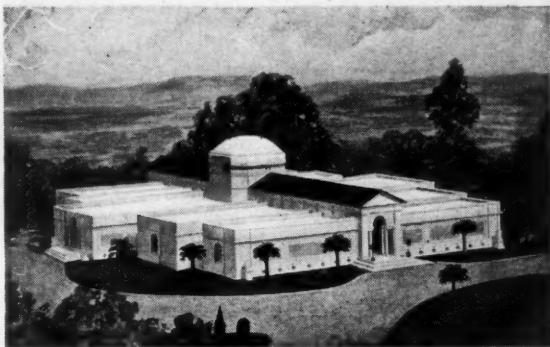
that the general public could be induced to return coupons asking for expensive booklets describing the beauties of the mausoleums and the special advantages of crypt burial. Under a former management concerned more with sales than the peculiar psychology of its patrons, a heavy appropriation had been absorbed in the publication of a book intended for direct mail circulation, and with the typical old sales "punch" predominating on every page. The fruitlessness of this effort appeared when, after a change of heart and an honest confession of failure, an expert study of the selling problem was made and the results recorded in charts and tables.

Up to this time the salesmen had been on a salary and commission basis. They had worked out of the central downtown offices of the company on leads and tips secured from random sources, principally from friends of those who had purchased crypts for themselves or their families. The selling expense was high; the gross annual volume had been less than \$100,000.

The experience of the company had shown a demand for crypts during about eight months of the year, with a sharp falling off of sales from June

HOLLYWOOD MAUSOLEUM

LOS ANGELES, CALIFORNIA



Illustrating the Hollywood Mausoleum as it now appears when fully completed, approximately 27,000

An Enduring Tribute
—to those we "loved long since and lost awhile."

to September, inclusive. In the four summer months the sales force was virtually useless. The problem was not only to keep this force busy, but to evolve a method of direct approach to prospective customers with sufficient power to increase the rapidity of capital turnover, the regular fund devoted to construction of new units.

A careful check of sales over past years revealed several enlightening points, with a direct bearing on methods of advertising:

Sentiment was the motive power behind practically every sale.

Selling price was insignificant in most cases.

Income and buying power of owners had positively no relation to the amounts of their purchases.

The advertising value of present crypt-owners was worth at least 25 per cent of the number of sales made.

Most important of all: Ninety-five per cent of the sales were made to people who had already visited the building!

On the basis of this research, it was a simple matter to lay out a method of approach, to strike the theme of such folders, booklets and incidental advertising as might be prepared and to settle definitely upon one single

campaign objective—that of inducing the public to go to the buildings.

The findings also indicated clearly, however, several other vital points. If the sentimental appeal was to be fully effective it should be as tender, intimate and private as possible. That meant direct mail. And since price was not an object, no clearly defined selling appeal or pressure need be used in any of the printed matter. It should arouse the personal instincts of love and devotion, if possible, in a purely unselfish manner; the approach should be in the invitation which emanates from a firm proud of its achievement of the beautiful and the sacred, but apparently without anything to sell. In other words, the commercial aspect must be entirely eliminated, almost as if the company were a public institution giving its services.

Price Left Out of Advertising

It was felt, and clearly demonstrated later, that if the public could be as free in its visits to the buildings as to public libraries or museums, the entire project would be accepted with gratitude for the creation of a fine and beautiful thing for the care of the dead. Never at any time, therefore, was the commercial injected into the advertising or sales campaign. When it arose at all it came from the natural urge of the prospect to satisfy a very necessary question in his decision to buy. Only then was price divulged.

With such a preliminary analysis, a series of four folders was prepared to be used in a letter campaign comprising a random list of 60,000 telephone users. The folders were devoted to creating good will toward the company, the confidence which a concern of this kind merited, explanations of mausoleum interment and reasons why this form of burial offered advantages. The letters were a brief explanation of the purpose of the company in meeting a growing demand and a direct invitation to visit the building.

To add the element of news to the campaign, and increase public interest, dates for the opening of new units or for public inspection of the completed units—always on Sunday—were announced in the letters and in supplemental newspaper advertising. On these occasions the attendance at the buildings was increased by 200 to 400 per cent.

Every Sunday the entire sales staff of six men and women was stationed at the buildings to act as escorts for visitors and to explain in detail the process of crypt interment, the construction of the building and its scientific ventilation system, the meaning of the art glass windows and statuary,

the perpetual endowment and other details in which visitors were interested.

A register of visitors was kept and no difficulty was experienced in obtaining the names and addresses of those who were interested. A booklet illustrating every phase of the building and painting the beauty of such a form of burial was given each caller, not only to fasten the subject in his mind but to act as a selling agent among his friends.

In this booklet death was treated as a beautiful adventure; it was painted as an eternal sleep, rather than a long-drawn misery. The wholesome atmosphere of the mausoleum at Hollywood, about which it was written, with its statuary, its cleanliness, its cathedral-like appearance, was injected into the language on every page. In short, the booklet was as completely reverent as it was possible to make it, with the net result of appealing to deep human devotion that justifies any purchase. The contents of the book may be summed up thus:

"It is here that one may realize his ambition to pay enduring tribute to those whom he honors and loves, and instead of putting them away from him, keep them close by to rest forever amid wholesome surroundings. Thus Hollywood Mausoleum has become a shrine for the hundreds of its crypt owners who, long in advance of the need, have made this wise provision for the inevitable."

Visitors Sold Themselves

The power of printed salesmanship was made evident; the booklet was of a character, with four-color cover and half-tone illustrations on enameled cream stock, that insured its preservation. There were many instances to prove that those who took the time to go to the Hollywood Mausoleum would also take time to read the publication. That they did so became evident when they returned to the mausoleum or to the downtown offices, for another talk about the matter or with a definite desire to make a first payment on a crypt or an entire family section. In such instances, the salesmen reported, visitors had sold themselves; frequently only a pen need be placed in their hands for them to sign on the dotted line.

Innumerable instances came to light in which the booklet had been mailed to Eastern friends or relatives and later produced not only inquiries but sales of crypts to the recipient or to regular winter tourists among the retired class. These business men who had looked forward to spending their declining years in Southern California

were still businesslike enough to make preparation for the inevitable end when it could be done with calmness and deliberation.

The folders were mailed in quantities of from 2,000 to 5,000 each week in order to spread out calls and not crowd the buildings too much on any one Sunday, for, in spite of suggestions to come early, the bulk of the crowd came from two to five o'clock. This method proved a wise course for the sales staff, since there was opportunity to devote attention to small groups and become better acquainted with each visitor.

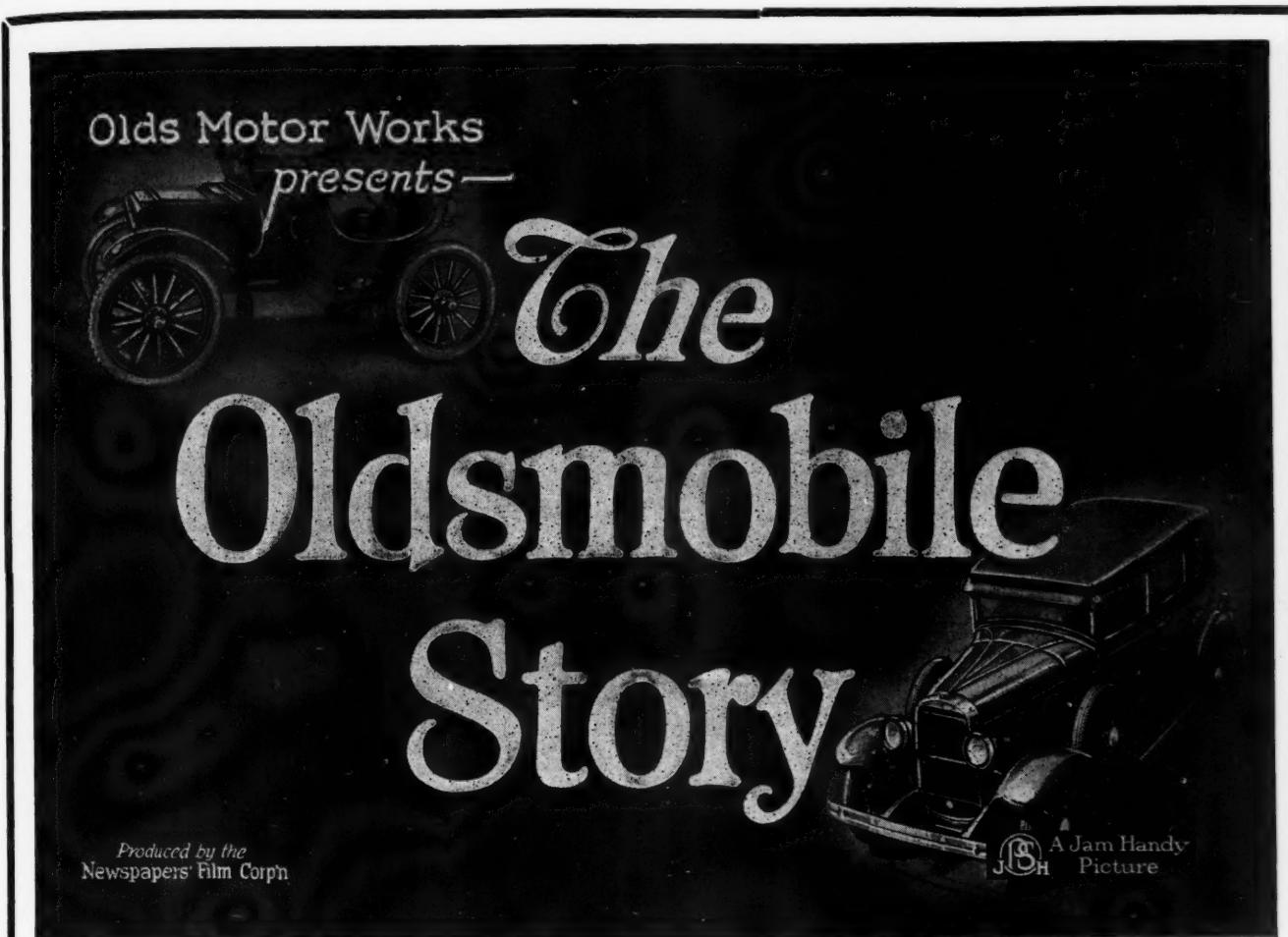
Within the first month the Sunday "shift" at the buildings was preferred. The salesmen even angled for it whenever possible. Sales became more rapid and easier to make and the company, which had formerly operated on a salary and commission basis, was now able, with the salesmen's agreement, to change the schedule to 15 per cent commission on sales made from untraceable sources; 10 per cent on sales from calls furnished by the office, and 5 per cent for all sales made or influenced at the buildings.

Sales Almost Double

As the cumulative effect of the mailings began to operate, the summer months were credited with a volume almost equal to fall, winter and spring months. At the time this campaign began the sales for the past nine months had aggregated some \$90,000. The following year sales reached a volume of nearly \$150,000, and in the face of growing competition. In one month alone the sales reached \$28,000. The direct mail promotion and incidental advertising in the twelve months had totaled less than \$7,000, or about 5 per cent of the entire volume. By means of this expenditure, prospects were brought to the buildings and educated, the excessive amount of time spent in following prospects was reduced to a minimum, sales were made easier and more certain, the cost of selling by personal methods was diminished from about 30 per cent to less than 15 per cent and the turnover of invested capital was sped up to an extent that investors could look forward to additional units and consequent profits.

Hardware Age Expands

After the August issue, the *Hardware Dealers' Magazine* will be merged with *Hardware Age*, a unit of the United Business Publishers, Inc. The publication, to be known as *Hardware Age*, will continue under the direction of George H. Griffiths as general manager and Llew S. Soule as editor.



Telling the Olds Story the New Way

When the Olds Motor Company decided to put a background of history behind its newest product, they engaged expert service to help them present their ideas.

Under Oldsmobile supervision, the right motion picture for the purpose was planned and produced on schedule.

With the assistance of Jam Handy Picture Service, in the field, it was shown to dealers and salesmen throughout the country.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof.

Jam Handy Picture Service is organized to produce pictures that present the story of the years in a few minutes. Fourteen years of successful experience has developed a skilled staff of over one hundred persons, highly specialized in making commercial motion pictures and other lighted pictures for sales education and service instruction.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures and is producing on a scale that gives you the benefit of big production economies.

Every picture we have ever produced has helped accomplish the buyer's purpose.

Jam Handy Picture Service
Jamison Handy, President
6227 Broadway, Chicago

NEW YORK, CHANIN BLDG.—DAYTON, 887 REIBOLD BLDG.—CLEVELAND, HANNA BLDG.—DETROIT, GENERAL MOTORS BLDG. REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S. STILL AND MOTION PICTURES—PROJECTORS—ANIMATED DRAWINGS—SCREENS—SLIDEFILMS

Squibb's Plan for Controlling the Seasonal Ebb and Flow of Sales

THE kangaroo hop applied to sales results in impressive peaks of volume; but costly hollows of depression. Yet, on the other hand, an occasional jump or change of pace is good for all of us. It breaks routine and is a healthy antidote for any tendency toward a too complacent or plodding frame of mind. Sales contests, which are the usual means of bringing about acceleration in selling pace would, therefore, be worth while for the benefit of the mental health of salesmen, if for no other reason. But it is not always easy to get this beneficial change of pace without undue jouncing up and down of sales volumes. The objective toward which the sales contests of E. R. Squibb & Sons are being developed more and more is to stimulate alert activity in salesmen and greater volume and turnover, but at the same time an effort is being made to fill in sales hollows and smooth out the bumps of seasons of peak demand.

Salesmen's Club

One force is our seven-year-old Go-Getter Club. It is an honorary organization of which all our salesmen are members. And its officers, who are its most honored members, are elected annually on the basis of the showing they have made during the entire year in sales. A wealth of tradition, becoming stronger each year, backs up the value of the distinction of being a Go-Getter Club officer. Its name is derived from that best Cappy Ricks story, "The Go-Getter," by Peter B. Kyne.

The Go-Getter Club is a sort of protective contest reserve. Other special contests are held each year, but the all-year-round contest for Go-Getter Club honors, always in progress, prevents complete let-downs, so frequently the aftermath of special contests, and in themselves often largely responsible for precipitate sales hollows.

In several ways, the idea of continuity, and comprehensiveness of effort as well, represented by the Go-Getter Club, have been woven into Squibb contests generally with an idea to smoothing out the bumps and hollows as well as securing volume of

By dovetailing an all-year-around contest with contests of shorter duration, this manufacturer has gone far in eliminating pronounced peaks and valleys in the year's sales curve. Some of the policies that Squibb has developed to make contests "click" with the men on the sales force are explained here.

BY R. D. KEIM

*General Sales Manager, E. R. Squibb & Sons
New York City*

sales. The Go-Getter Club system of scoring is one of them. Seven years ago, when the club was first organized, our statistical department worked out a sales quota system providing an equitable method of judging sales accomplishment, not only with seasonal demand variations, but also normal regional demand variations. It is based mainly on past accomplishment. It allows for the somewhat brisker demand for Squibb products during winter months, for variations in demand according to season or product in the South, West or East.

Seasons inevitably affect demand for some articles. In summer, for instance, we find an increased demand for talcum powder. In the winter the demand for cod liver oil strengthens. It would be folly to apply too much pressure in attempting to sell large volumes of seasonal products out of season. Fortunately, there is such a variety of Squibb products that at any season there is likely to be a group in demand. Since the sales quota plan sets a mark based on past performance, it automatically focuses emphasis in any contest on products in most demand in a given territory at a given time. For the larger the volume sold in the past, the larger it must be in the current contest in order to count. By the same token, if it happens there is a demand for an article, or the salesman creates one, at a season when it was not previously in demand, the low quota mark of the past supplies opportunities to gather an extra harvest of contest points.

In general, demand for Squibb

products is greater in winter. For, although we now have many products, such as shaving cream and tooth paste, used in about the same quantities throughout the year, and other products, such as talcum powder, consumed in larger quantities in the summertime, the bulk of our business is in medical supplies, chemical and pharmaceutical products. Demand for these is greater in the winter, due, no doubt, to the greater amount of sickness or the need to guard against sickness. The demand for products in comparatively sparsely populated areas is not the same as in more thickly populated regions. In Florida and Southern California the normal seasonal fluctuations of northern states tend to reverse themselves with many products. Our quota plan for judging sales accomplishments allows for all such conditions.

The three main sections of our sales organization are: nationally advertised household products salesmen, chemical and pharmaceutical salesmen and salesmen visiting physicians and institutions. There are also nine regional divisions. Under this quota plan, a national contest for any one, or all three of these sections, may be staged at any time, without danger of any one or group of regional divisions having advantage over others.

Last fall, for instance, a special eight weeks' contest for all three sections was held, called the football contest. This was won by the southern division, where the winter pick-up is not ordinarily felt until somewhat later than in northern divisions. In this contest, regional divisions were

SIX MONTHS' DAILY AVERAGE CIRCULATION (GOVERNMENT STATEMENT APRIL 1) — 65,580!

UP-UP-UP!

Gains Every Month!

	LINAGE GAIN
JANUARY	199,309
FEBRUARY	142,760
MARCH	111,372
APRIL	299,529
MAY	226,334
JUNE	124,291
Total GAIN For Six Months	1,103,595

Placing National Advertising In Northeastern Ohio

(A) Total National Display in a Cleveland Morning Newspaper, first six months of 1929 (Six-Day Basis)

1,217,444 Lines

(B) Total National Display, Same Period, in the AKRON BEACON JOURNAL (Six-Day Evening Newspaper)

(A) (B) 1,404,890 Lines

Yes! The Akron Market Is Independent and Thoroughly Covered by the—

GO
SALES—
LINAGE—
BUILDING—
IN
AKRON!

Retail sales in Akron gained 12 PER CENT in the First Six Months of 1929.

A KRON BEACON JOURNAL
LINAGE GAINED
1,103,595 Lines
OVER FIRST SIX MONTHS OF 1928

A \$40,000,000 Building Program Is Under Way in the Rubber and Airship Center of the World.

MOST National Advertisers Get Their Share of Business in This \$100,000,000 Market Through the—

AKRON BEACON JOURNAL

FIRST IN OHIO, FOURTH IN THE NATION IN 1928 SIX-DAY LINAGE
STORY BROOKS & FINLEY, Representative, New York - Chicago - Philadelphia - Los Angeles

paired off against each other as football teams. Various divisions were referred to as football teams, such as the "Cotton Tops," for the winners of the contest. The eleven highest contestants in each division were lined up in football order, such as right and left tackles, halfbacks and so on. And it was possible to describe the "downing of runners," "touchdowns" and so on.

The injection of an imaginative appeal is essential to put life into any contest. In a minor contest held by the chemical and pharmaceutical section, during the end of August and the early part of September last year, the prizes offered were scarfs and other articles of wearing apparel. It was called "The Haberdashery Shop." Since the greatest falling off in sales is usually in July and August, this contest, beginning as it did, had the effect of hastening the normal fall pick-up.

Year-Round Contest

But a contest now in progress, called the "Clipper Ship Go-Getter Contest," really embodies, more than any previous effort, what we have learned about contests, both from the standpoint of increasing volume by means of them, and smoothing out sales bumps and hollows. Excluding December, eliminated for purposes of tallying records, it lasts the whole year of 1929. And, as its name implies, it has been combined, even more than previous special contests, with the permanent contest idea of the Go-Getter Club.

Instead of delaying award of prizes until the end, there are substantial prizes awarded every month. There are three monthly prizes of \$25 to the highest man in each section of the nine regional divisions. These are called prizes of the "Flying Cloud." For the division exceeding its quota by the largest amount there are also monthly prizes of \$10 each for the second and third highest men in each of the three sections.

Semi-annual prizes are awarded on June 30 and annual awards in December. The former are called the prizes of the "Morning Star" and the latter "Evening Star." A total of approximately \$10,000 worth of prizes is being awarded, a larger amount than ever appropriated before for prizes in any one year. For, while imaginative appeal in a contest is valuable and necessary, it does not, as the saying goes, "buy the baby shoes." If a contest produces real results, as Squibb contests always have, they are worth real pay.

The semi-annual prizes awarded at the end of June will encourage sales-

men to sprint when ordinarily receding summer demand would begin to be felt. We have learned there always is a spurt just before the prizes are awarded. This year the July and August slump will be lessened to some extent by the monthly prizes. To attempt too much pressure on sales during these months would probably be unwise. While this summer hollow can be rounded out to an extent, we have yet to see our way clear to smoothing it out completely.

The annual prizes at the end of the Clipper Ship contest will tend to correct a let-down of volume, a result of the Christmas holidays. Compared to the recession of demand in the summer, this midwinter lull is of minor importance, however.

Contest bulletins are published for every contest. In some of our earlier contests they were nothing more than mimeographed sheets, but with the growth of our sales force to 250 members and increasing evidence of the value of contests in winning and controlling sales volume, these bulletins became more elaborate. The bulletin for the current contest is called "The Quota Clipper." The football contest bulletin last fall was called "The Gridiron."

Illustrated Bulletins

Recent contest bulletins contain pictures of trophies to be awarded and action pictures suggesting contest news. The football contest was illustrated with half-tone reproductions of news photographs showing football players in the act of tackling, and so on. Clipper contest bulletins are illustrated with pictures of clipper ships. As with the football contest, this is partially divisional. Each division is represented by a clipper ship, such as "Challenger," "Fearless" and "Renown." The skipper is sales manager of the division.

Salesmen also receive a regular weekly sales bulletin. Contest bulletins are devoted almost entirely to news of the contest, and if the manager of one sales organization section wishes to throw pressure on a particular product, he may use regular bulletins, alluding in his message to the contest. Managers of regional sales divisions may also get special messages to their men by letters, a method sometimes used by section heads also.

Messages in the sales bulletins are often devoted to such subjects as the importance of giving dealers assistance in window trimming, and inducing them to devote display space to Squibb products. It is, of course, to the salesman's advantage to let the dealer

know what is back of products in the way of advertising. Such messages are sent out in the regular bulletins, in preference to the special contest bulletins, since their object is to focus attention on the contest itself.

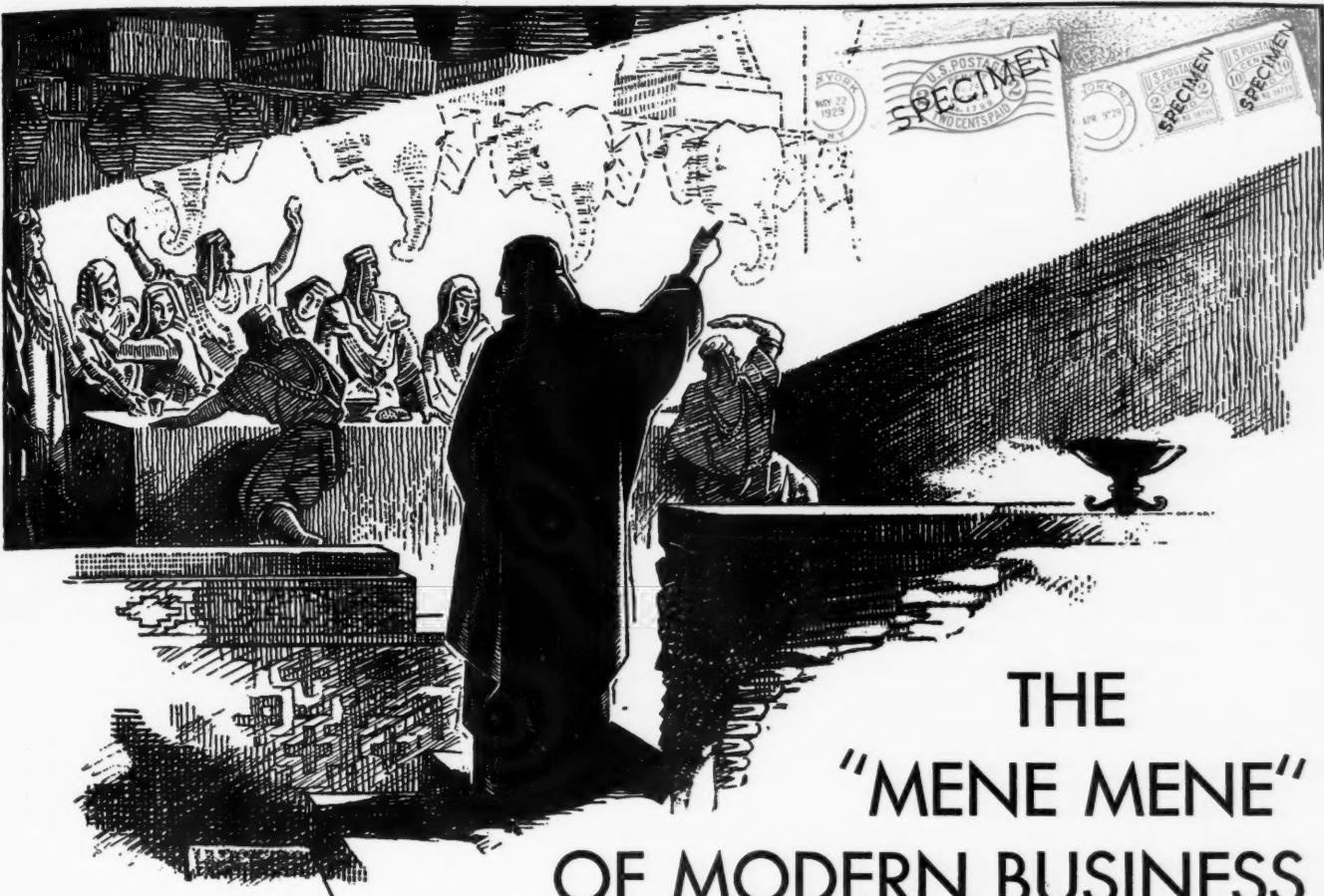
We have found the dealer may be brought into the contest best indirectly. Sometimes dealers, in their desire for recognition in such contests, are influenced away from sound merchandising programs. If such is the case, the dealer who wins a contest, let us say, in display, or for that matter any other kind of contest, may be regarded as an object of scorn rather than envy by his fellow retailers. The salesman who knows the dealer's requirements, on the other hand, can suggest reasonably extra stocks, or extra display, of products selected to fit his special requirements and be of real benefit to him. With Squibb this is the measure of all special effort made to interest merchants in contests: whether they, as well as we, will benefit. Providing them with especially effective window displays is one way of attaining this object. Another is extra advertising effort. Likewise, we often make up special combination offers, such as a tooth brush, at its cost to us, in combination with tooth paste.

In general, the Go-Getter Club and special contests built around it have been important in building Squibb sales. Since, under present conditions of competition, economy of selling effort is being increasingly stressed, as well as effectiveness from a volume standpoint, these contests are being developed in such a way as to control as well as stimulate sales.

Economists to Analyze Retail Distribution

About fifty prominent economists, advertising agency executives, educators and department store heads will speak at a three-day conference on retail distribution to be held at the University Club in Boston, September 3-5, under the auspices of the Retail Trade Board of the Boston Chamber of Commerce.

Among subjects to be discussed are: Meeting competition with modern methods; new factors in retail distribution; what group buying means for the retailer; trends in retail distribution; the place of market surveys in retail distribution; more science in merchandising; the uses of research in retail distribution; the chain store and the independent store; chain-store management methods; the position of the independent store, and the future of instalment selling.



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Now Metered Mail for Any Business
...for Any Postage



The New Model H—Prints Any Postage
Seals as it Prints
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Government Licensed Meter furnished
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As clear as the ancient handwriting on the wall—
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progress appearing on important business mail. The
Postage Stamp is doomed.

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speedier and safer mail service, Metered Mail is now
available to any responsible concern.

No need to buy, stick, guard—and lose—any
more stamps. No more delay for facing, cancelling
and postmarking in the Post Office.

Metered Mail is faster—modern and efficient.
Watch its "handwriting" on your incoming mail
—it is increasing by leaps and bounds. Soon all
business mail will be Metered Mail.

METERED MAIL

the method that made stamps obsolete

THE POSTAGE METER COMPANY — Sole Distributors of **PITNEY-BOWES MAILING EQUIPMENT**

Main Office: 862 PACIFIC STREET, STAMFORD, CONN.—Offices in 21 cities

© 3106

Six Months' Newspaper Lineage in Sixty Cities

In the sixty cities listed below, fifty-five show gains in total volume of newspaper advertising during six months ending June, 1929, as compared with six months ending June, 1928. The 196 papers here assembled carried 1,126,466,727 lines for the first six months of 1929, 56,229,941 more than for the first six months of 1928, an expansion of 5.3 per cent. Increases are shown in 147 of these papers; forty-nine show losses. The compilation is from figures obtained by this magazine and the statistical department of the *New York Evening Post*.

	1929	1928	Change
Akron	18,890,462	16,808,882	+ 2,081,580
Albany	14,690,456	13,932,203	+ 758,253
Atlanta	18,075,832	17,351,747	+ 724,085
Baltimore	23,563,271	24,028,219	- 464,948
Birm'ham	16,429,061	16,333,630	+ 95,431
Boston	33,766,895	30,905,923	+ 2,860,972
Buffalo	21,498,101	20,084,919	+ 1,413,182
Camden	11,315,810	11,958,369	- 642,559
Cedar Rdps.	5,183,343	4,624,594	+ 558,749
Chicago	47,336,157	44,478,147	+ 2,858,010
Cincinnati	22,355,176	21,421,457	+ 933,719
Cleveland	22,831,486	22,316,925	+ 514,561
Columbus	19,452,830	19,932,749	- 479,919
Dallas	19,531,908	18,317,180	+ 1,214,728
Dayton	16,503,956	16,121,658	+ 382,298
Denver	12,669,689	11,120,391	+ 1,549,298
Des Moines	10,118,759	9,008,724	+ 1,110,035
Detroit	33,227,320	29,360,702	+ 3,866,618
Fort Wayne	11,317,202	10,485,269	+ 831,933
Fort Worth	11,590,626	10,881,856	+ 708,770
Gary	5,630,719	5,341,768	+ 88,951
Grand Rapids	1929	1928	Change
Hartford	4,230,408	4,246,624	- 16,216
Hartford Times	7,907,606	7,840,950	+ 66,656
Hartford	12,138,014	12,087,574	+ 50,440
Hartford	1929	1928	Change
Hartford Courant	6,375,066	5,934,344	+ 440,722
Hartford Times	9,254,407	8,175,484	+ 1,078,923
Hartford	15,629,473	14,109,828	+ 1,519,645
Houston	1929	1928	Change
Chronicle	7,889,896	7,793,478	+ 96,418
Post-Disp.	6,876,758	6,670,062	+ 206,696
Press	3,827,694	3,852,044	- 24,350
Houston	18,594,348	18,315,584	+ 278,764
Indianapolis	1929	1928	Change
*News	9,170,556	8,662,887	+ 507,669
Star	6,353,604	6,074,266	+ 279,338
*Times	3,293,862	2,825,688	+ 468,174
Indianapolis	18,818,022	17,562,841	+ 1,255,181
Janesville	1929	1928	Change
The Gazette	2,991,730	2,999,878	- 8,148
Kansas City	19,515,563	18,628,593	+ 886,970
Los Angeles	39,213,608	38,946,026	+ 267,582
Louisville	18,440,360	17,829,940	+ 610,420
Memphis	16,027,844	15,560,650	+ 476,194
Miami	9,854,523	8,907,955	- 946,568
Milwaukee	18,341,489	18,094,700	+ 246,789
Minneapolis	18,204,801	16,971,692	+ 1,233,109
N. Orleans	22,214,189	21,261,267	+ 952,922
New York	96,210,035	90,939,230	+ 5,270,805
Newark**	11,036,479	10,459,953	+ 576,526
Oakland	14,189,000	13,944,994	+ 244,006
Omaha	10,763,155	9,403,157	+ 1,359,998
Oklahoma City	13,895,868	12,606,593	+ 1,289,275
Peoria	15,724,066	14,341,064	+ 1,383,002
Philadelphia	41,233,838	40,221,021	+ 1,012,817
Portland (Me.)**	2,416,692	2,293,644	+ 123,048
Portland (O.)	16,839,015	16,455,461	+ 383,554
Providence	17,194,685	16,268,813	+ 925,872
Richmond	11,521,374	11,053,336	+ 468,038
Rochester	20,279,366	19,840,993	+ 438,473
St. Louis	23,266,920	23,328,540	+ 1,938,380
St. Paul	15,077,902	14,363,384	+ 714,518
Salt Lake City	12,700,338	11,494,140	+ 1,206,198
San Antonio	17,390,973	16,018,605	+ 1,372,368
S. Francisco	27,672,979	25,566,645	+ 2,106,334
Seattle	18,005,747	16,886,836	+ 1,118,911
Spokane	13,065,685	11,908,389	+ 1,157,296
Toledo	12,844,317	12,080,621	+ 763,696
Topeka	6,937,917	6,847,869	+ 90,048
Trenton	5,850,032	5,649,608	+ 200,424
Tulsa	12,374,049	11,184,821	+ 1,189,228
Washington	25,879,951	25,675,465	+ 204,486
Wilkes-Barre	15,991,472	16,048,144	- 56,672
Wilmot	9,354,525	9,184,479	+ 170,046
Worcester	10,787,324	9,879,147	+ 908,177
Totals	1,126,466,727	1,070,236,786	+ 56,229,941
*No Sunday Edition.			
**No other figures available.			
Note references under individual newspaper lineage.			

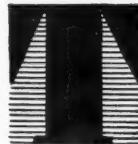
	1929	1928	Change
AKRON	1929	1928	Change
Times-Press	8,761,471	7,783,486	+ 977,985
Beacon Journal (Daily)	10,128,991	9,025,396	+ 1,103,595
Totals	18,890,462	16,808,882	+ 2,081,580
ALBANY	1929	1928	Change
Knick. Press	5,303,348	5,397,356	- 94,008
*Eve. News	4,461,000	4,416,444	+ 44,556
**Times Union	4,926,108	4,118,403	+ 807,705
Totals	14,690,456	13,932,203	+ 758,253

	1929	1928	Change
ATLANTA	1929	1928	Change
Journal	8,193,503	7,889,349	+ 304,154
Constitution	6,105,325	5,376,670	+ 728,655
Ga.-American Amer. Weekly	3,777,004	4,085,728	- 308,724
Totals	18,075,832	17,351,747	+ 724,085
BALTIMORE	1929	1928	Change
Sun	8,057,874	8,095,638	- 37,764
*Eve. Sun	8,813,338	8,729,892	+ 83,446
American	879,304	1,264,784	- 385,480
*News	3,787,814	3,924,142	- 136,328
*Post	2,024,941	2,013,763	+ 11,178
Totals	23,563,271	24,028,219	- 464,948
BIRMINGHAM	1929	1928	Change
Age-Herald	4,423,174	4,178,536	+ 244,638
News	9,025,842	8,869,994	+ 155,848
*Post	2,980,045	3,285,100	- 305,055
Totals	16,429,061	16,333,630	+ 95,431
BOSTON	1929	1928	Change
Herald-Trav.	9,080,845	7,902,750	+ 1,178,095
Globe	8,563,035	7,969,380	+ 593,655
Post	7,437,546	6,517,348	+ 1,920,198
Record	749,219	792,758	- 43,539
Am. & Advert.	3,847,020	3,848,003	- 983
Transcript	4,089,230	3,875,684	+ 213,546
Totals	33,766,895	30,905,923	+ 2,860,972
BUFFALO	1929	1928	Change
Courier-Expr.	5,949,459	5,178,637	+ 770,822
Times	6,936,650	6,768,594	+ 168,056
*News	8,611,992	8,137,688	+ 474,304
Totals	21,498,101	20,084,919	+ 1,413,182
CAMDEN	1929	1928	Change
Eve. Courier.	5,798,889	6,158,039	- 359,150
Morning Post	5,516,921	5,800,330	- 283,409
Totals	11,315,810	11,958,369	- 642,559
CEDAR RAPIDS	1929	1928	Change
Eve. Gazette & Republican	4,347,782	3,854,735	+ 493,047
Sun. Gazette & Republican	835,561	769,859	+ 65,702
Totals	5,183,343	4,624,594	+ 558,749
CHICAGO	1929	1928	Change
*Daily News	10,877,910	10,733,403	+ 144,507
Tribune	16,784,046	15,498,198	+ 1,285,848
Herald-Exam.	7,594,653	6,093,042	+ 1,501,611
*Post	2,621,901	2,998,041	- 376,140
*American	7,490,817	7,142,475	+ 348,342
*Journal	1,966,830	2,012,988	- 46,158
Totals	47,336,157	44,478,147	+ 2,858,010
CINCINNATI	1929	1928	Change
*Post	5,210,086	4,879,196	+ 330,890
*Times-Star	7,988,624	7,460,054	+ 528,570
Enquirer	7,325,000	7,105,140	+ 219,860
Tribune	1,831,466	1,977,067	- 145,601
Totals	22,355,176	21,421,457	+ 933,719
CLEVELAND	1929	1928	Change
*Post	5,210,086	4,879,196	+ 330,890
*Times-Star	7,988,624	7,460,054	+ 528,570
Enquirer	7,325,000	7,105,140	+ 219,860
Tribune	1,831,466	1,977,067	- 145,601
Totals	22,831,486	22,316,925	+ 514,561
COLUMBUS	1929	1928	Change
Dispatch	10,557,895	10,517,391	+ 40,504
Journal	3,162,013	3,534,975	- 372,962
*Citizen	5,732,922	5,880,383	- 147,461
Totals	19,452,830	19,932,749	- 479,919
DALLAS	1929	1928	Change
News	6,304,666	5,846,771	+ 457,895
Herald	8,125,209	7,464,396	+ 660,813
Journal	2,533,073	2,329,802	+ 203,271
Dispatch	2,568,960	2,676,211	- 107,251
Totals	19,531,908	18,317,180	+ 1,214,728
DAYTON	1929	1928	Change
News	7,920,934	7,669,004	+ 251,930
*Herald	5,088,986	4,885,832	+ 203,154
Journal	3,494,036	3,566,822	- 72,786
Totals	16,503,956	16,121,658	+ 382,298
DENVER	1929	1928	Change
News	4,517,102	4,122,084	+ 395,018
Post	8,152,587	6,998,307	+ 1,154,280
Totals	12,669,689	11,120,391	+ 1,549,298
DES MOINES	1929	1928	Change
Journal	5,698,024	5,388,236	+ 635,859
Miami Herald	6,024,095	5,388,236	+ 635,859
Miami Daily News	3,830,428	3,519,719	+ 310,709
Totals	9,854,523	8,907,955	+ 946,568
MILWAUKEE	1929	1928	Change
Journal	9,880,024	9,169,426	+ 710,598
Sentinel	3,273,576	3,500,334	- 226,758
*Leader	1,113,563	1,214,627	- 101,064
*Wis. News	4,074,326	4,210,313	- 135,987
Totals	18,341,489	18,094,700	+ 246,789
MINNEAPOLIS	1929	1928	Change
Tribune	7,316,895	6,814,379	+ 502,516
Journal	7,423,769	6,957,391	+ 466,378
*Star	3,464,137	3,199,922	+ 264,215
Totals	18,204,801	16,971,692	+ 1,233,109

In INDIANAPOLIS

86 OUT OF EVERY 100

**FAMILIES
Read *The* NEWS**



THE A-B-C city of Indianapolis is actually all of Marion County. Here, in the great central unit of the prolific Indiana market, The News approaches saturation-point coverage. By using it exclusively, advertisers can either *conserve money* or, with maximum space dominance, sell Indianapolis in an *extraordinary manner*, because—

The News . . . ALONE . . . Does the Job!



***The*
INDIANAPOLIS NEWS
*sells The Indianapolis Radius***

DON BRIDGE, Advertising Director

DAN A. CARROLL
New York: 110 East 42nd St.

J. E. LUTZ
Chicago: Lake Michigan Bldg.

NEW ORLEANS		
1929	1928	Change
Times-Picay.	9,728,041	9,152,459 + 575,582
Item	5,129,166	4,930,418 + 198,748
States	4,390,733	4,364,753 + 25,982
*Tribune	2,966,247	2,813,637 + 152,610
Totals	22,214,189	21,261,267 + 952,922

NEW YORK		
1929	1928	Change
American	6,435,202	6,370,430 + 64,772
Bronx H. News	2,881,887	2,814,668 + 67,219
Herald Tribune	10,874,098	9,815,846 + 1,058,252
Times	16,672,758	15,380,192 + 1,292,566
World	7,133,180	7,193,670 - 60,490
*Mirror (tab.)	1,212,578	1,101,434 + 111,144
News (tab.)	5,918,628	5,031,598 + 887,030
*Eve Graphic	2,003,688	1,504,132 + 499,556
*Eve Journal	7,310,410	7,017,006 + 293,404
*Eve Post	3,251,076	2,843,570 + 407,506
*Eve World	5,210,484	5,141,528 + 68,956
*Sun	9,405,978	8,469,006 + 936,972
*Telegram	3,044,828	2,981,108 + 63,720
Bklyn Eagle	9,188,174	9,573,284 - 385,114
Bklyn Times	2,822,970	3,039,816 - 216,846
*Stand. Union	2,844,098	†2,661,938 + 182,158
Totals	96,210,053	90,939,230 + 5,270,805
†Sunday edition discontinued September 2, 1928.		

NEWARK**		
1929	1928	Change
Newark News	11,036,479	10,459,953 + 576,526
**No other figures available for Newark.		

OAKLAND		
1929	1928	Change
Tribune	9,092,132	8,966,552 + 125,580
*Post-Inquirer.	5,096,868	4,978,442 + 118,426
Totals	14,189,000	13,944,994 + 244,006

OMAHA		
1929	1928	Change
World-Herald.	6,974,065	6,022,877 + 951,188
Bee-News	3,789,090	3,380,280 + 408,810
Totals	10,763,155	9,403,157 + 1,359,998

OKLAHOMA CITY		
1929	1928	Change
D. Oklahoman	3,684,902	3,470,386 + 214,516
Sun Oklahoman	1,983,593	1,928,258 + 60,135

PEORIA		
1929	1928	Change
Jour. (7 days)	6,304,244	5,684,767 + 619,477
Transcript	3,481,304	3,093,722 + 387,582
Star	5,938,518	5,562,575 + 375,943
Totals	15,724,066	14,341,064 + 1,383,022

PHILADELPHIA		
1929	1928	Change
Inquirer	9,491,611	9,633,775 - 142,164
Record	4,377,634	4,130,985 + 446,649
Ledger	6,874,680	6,972,617 - 97,937

PORTLAND (MAINE)		
1929	1928	Change
*Press Herald.	1,116,547	1,050,305 + 66,242
*Express	1,118,021	1,039,237 + 78,784
Telegram (S.)	182,124	204,102 - 21,978
Totals	2,416,692	2,293,644 + 123,048

PORTLAND (ORE.)		
1929	1928	Change
Oregonian	6,249,773	5,736,246 + 513,527
Journal	5,155,692	5,278,236 - 122,544
News	2,247,897	2,298,916 - 51,019
Telegram	3,185,653	3,142,063 + 43,590
Totals	16,839,015	16,455,461 + 383,554

PROVIDENCE		
1929	1928	Change
Journal	5,294,133	5,094,951 + 199,182
*Bulletin	7,769,038	7,105,974 + 663,064
Tribune	1,769,308	1,885,523 - 116,215
*News	2,362,206	2,182,365 + 179,841
Totals	17,194,685	16,268,813 + 925,872

RICHMOND		
1929	1928	Change
*News-Leader.	5,983,306	5,953,486 + 29,820
Times-Disp.	5,538,068	5,099,850 + 438,218
Totals	11,521,374	11,053,336 + 468,038

ROCHESTER		
1929	1928	Change
Jour. American	5,646,637	5,443,466 + 203,171
*Times-Union	7,109,972	6,491,657 + 618,315
Dem. & Chron.	7,522,757	7,905,870 - 383,113
Totals	20,279,366	19,840,993 + 438,473

ST. LOUIS		
1929	1928	Change
Post-Disp.	11,973,920	10,085,040 + 1,888,880
Globe-Dem.	7,318,500	7,164,900 + 133,600
*Star	3,946,800	4,053,300 - 106,500
Times	2,027,700	2,025,300 + 2,400
Totals	23,266,920	23,328,540 + 1,938,380

ST. PAUL		
1929	1928	Change
*Dispatch	5,216,960	4,970,056 + 246,904
Pioneer	5,670,616	5,079,214 + 591,402
News	4,190,326	4,314,114 - 123,788
Totals	15,077,902	14,363,384 + 714,518

SALT LAKE CITY		
1929	1928	Change
Tribune	6,689,046	6,043,548 + 645,498
*Desert News	2,889,964	2,584,162 + 305,802
Telegram	3,121,328	2,866,430 + 254,898
Totals	12,700,338	11,494,140 + 1,206,198

SAN ANTONIO		
1929	1928	Change
Express-News.	11,702,964	10,604,138 + 1,098,826
Light	5,688,009	5,414,467 + 273,542
Totals	17,390,973	16,018,605 + 1,372,368

SAN FRANCISCO		
1929	1928	Change
Chronicle	6,232,884	5,675,180 + 557,704
Examiner	9,297,181	8,687,517 + 609,664
Bulletin	3,632,986	3,037,328 + 595,658
*Call	4,762,884	4,430,230 + 332,654
*News	3,747,044	3,736,390 + 10,654
Totals	27,672,979	25,566,645 + 2,106,334

SEATTLE		
1929	1928	Change

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GOOD CATALOGS *deserve*



GOOD ENVELOPES

Every business house wants its catalogs to make good, of course. But too often these same people expect miracles. Many catalogs can't "make good" because of the handicap imposed by inadequate, unattractive, unserviceable envelopes in which they are presented.

Advertising men, worthy of the name, no longer consider the envelope as something apart from the catalog itself. They know that upon *first im-*

pression depends in great measure the resultfulness of their catalog labors. First impression comes at that critical moment when the envelope with its hidden contents is placed in the prospect's hands.

Keen advertisers, therefore, develop the envelope as an artistic part of the whole. Such intelligent, far-sighted planning for presentation is the best catalog *insurance* known.

GOOD ENVELOPES ARE JUST GOOD BUSINESS



BUREAU OF ENVELOPE MANUFACTURERS OF AMERICA, 19 WEST FORTY-FOURTH STREET, NEW YORK CITY
© 1929, B. E. M. A.

Baker-Hamilton, Coast Hardware Jobbers, Forming Retail Chain

A chain of retail hardware stores, expected ultimately to number hundreds of units throughout the Pacific Coast, will be launched soon by Baker-Hamilton & Pacific Company, wholesale hardware firm of San Francisco.

Although "no deal has yet been consummated," SALES MANAGEMENT was informed this week, "plans we formed more than a year ago are nearing completion. We have at this time definite options on eighty or ninety retail hardware stores in California, with the privilege of consummating the purchase at any moment."

It is expected that F. Bruzzone, general manager of Baker-Hamilton & Pacific, will be the head of the new organization. Mortimer Fleishhacker, prominent San Francisco banker, is interested in the chain from a financial viewpoint. Financial arrangements are being worked out by the San Francisco bond house of Mitchum, Tully & Company, headed by Jasper W. Tully, who is credited with having engineered the program.

"Although the reports are all premature," Mr. Bruzzone said, "it is true that we have been planning and working for many months toward such a chain of retail hardware stores to cover California and later the Pacific Coast. If our plans materialize, this chain will be a separate company and not directly connected with Baker-Hamilton & Pacific Company. It is possible, however, that Baker-Hamilton & Pacific Company will hold the majority of the stock in the chain organization.

"However, the report that we contemplate an ultimate chain of one thousand units is incorrect, as I doubt whether there are that many worth-while hardware establishments possible for us to acquire on the Pacific Coast.

"The report that I am to be the head of this new chain is premature, as no personnel has even remotely been considered as yet. With our entire plans as nebulous as they now are, we, of course, have made no outline of definite policies, nor definite lines to be carried, nor anything of that nature. The entire thing is still a dream—a dream we hope will soon come true, but how soon, or whether it will come true at all or not, no one interested in the project can as yet say."

In a statement to this magazine Mr. Tully elaborated on Mr. Bruzzone's remarks:

"We have not exercised any of our

options as yet," he said, "and I am not at liberty to list at this time the stores which will probably become the nucleus of the chain.

"We have no present plans of acquiring hardware-manufacturing facilities."

Appoint Committee to Direct Census of Manufactures

Eighteen industrial executives have been chosen by the United States Department of Commerce to compose an advisory committee to supervise a census of manufactures, which will be an important phase of the regular decennial census next year. Similar enumerations are also planned for distribution and unemployment.

The manufacturing output of the country, which in 1927 was valued at more than \$62,000,000,000, has been classified into 340 separate industries, of which 114 are canvassed for census purposes by means of a general schedule and 226 by special schedules. Those who have been invited to serve on the advisory committee for manufactures census are: Dr. Walter S. Tower, Bethlehem Steel Company; Dr. E. Dana Durand, Bureau of Foreign and Domestic Commerce; Dr. Alonzo E. Taylor, Stanford University; Thomas W. Seward, United States Chamber of Commerce; Robert M. Davis, McGraw-Hill Publishing Company; John W. Frey, American Federation of Labor; Arthur Williams, R. C. Williams, New York City; Clarence M. Wooley, American Radiator Company, New York City; E. N. Wentworth, Armour Live Stock Bureau, Chicago; John S. Lawrence, Lawrence & Company, Boston; Dr. Edmund E. Day, Rockefeller Foundation, New York City; Christie Benet, Interstate Cotton Seed Crushers' Association, Columbia, South Carolina; A. M. Dixon, American Cotton Manufacturers' Association, Gastonia, North Carolina; L. B. Horner, Niles-Bement-Pond Company, New York City; H. E. Barnard, president, H. E. Barnard, Inc., Indianapolis; John E. Edgerton, National Association of Manufacturers, New York City; Dr. Roland P. Falkner, National Industrial Conference Board, New York City; George W. Crawford, Tennessee Coal Iron and Railroad Company, Birmingham.



Howard Myers, who has been elected president of National Trade Journals, Inc.

Hahn Tells Why Stores Require "Discounts"

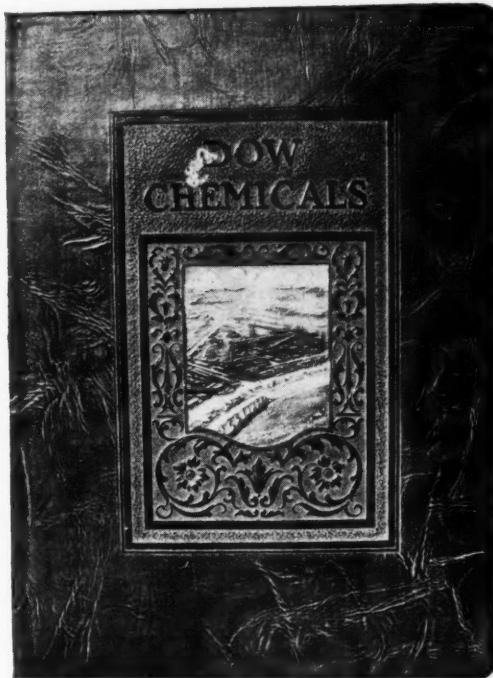
Accepting "personally the responsibility of having established as a policy of our business that our buyers must always get the most favorable prices and terms possible," Lew Hahn, president of the Hahn Department Stores, Inc., replied this week to a charge by Dr. Lindsay Rogers, director of the Industrial Council of Cloak, Suit and Skirt Manufacturers, Inc., that the Hahn stores and other leading store groups were using pressure to get better terms from manufacturers.

"If manufacturers and wholesalers consistently refuse to do business except on the so-called standard terms, then it will follow as a natural sequence that our buyers will not be able to secure more favorable terms. If this would insure that our competitors would possess no advantage over us, I am of the opinion that we would not complain."

"I personally accept the responsibility for having established as a policy of our business that our buyers must always get the most favorable prices and terms possible, and we mean to carry that out. We are willing to be known in the market as an organization which deals keenly and intelligently, but we are equally insistent that we must deal fairly and live up to all the commitments that our buyers make."

"At all times you will find our organization ready and eager to co-operate in every constructive movement for the benefit of the market, but we refuse to stultify ourselves by a pledge to refrain from claiming the legitimate benefits of intelligent bargaining and large-scale buying power."

“The cost of a book or catalog cover should be measured by its ability to attract interest and protect the contents for the full potential life of the volume. This cost is not so many cents or dollars spent at one time, but rather an investment spread over many months or years. Suitable book or catalog covers invariably prove most economical in the long run.”



THE interesting design shown here is produced in several colors and is especially rich in texture and appearance. This represents the results of the above quotation in two ways—

FIRST, the Dow Chemical Company has used Burk-Art processed covers for an entire series of text books over a period of several years. SECONDLY, Dow has in every instance progressively increased the quantity of each order for Burk-Art covers.

BurkArt is the name of a process of embossing and coloring binding materials to produce book and catalog covers of unusual beauty in color, texture and design.

THE BURKHARDT COMPANY, INC.,
545 W. LARNED STREET DETROIT, MICHIGAN

American Delegates Off for Berlin; Sales Managers' Meeting Planned

A sales managers' conference, to be presided over by C. King Woodbridge, former president of the International Advertising Association and now with the investment banking firm of Prince & Whitely, New York, and to be addressed by Thomas J. Watson, president of the International Business Machines Corporation, and John W. Brundage, of White & Wyckoff Manufacturing Company, past president of the New York Sales Managers' Club, will be an outstanding feature of the International Advertising Convention, which will open in Berlin a week from Sunday.

Sales executives of Great Britain and the Continental countries, in addition to a number from the United States, will participate.

The main body of America's delegates to the convention, numbering more than 400, sailed from New York on the *America*, Tuesday, July 30. Other groups also left his week from Boston, Philadelphia and Montreal.

Just prior to sailing C. C. Younggreen, president of the Association, predicted the number of visitors from other countries to the convention at more than 2,000. In addition to the American delegates, he said, "about 500 advertising men and women of Great Britain, headed by Lord Riddell and Lord Birkenhead, will attend, and a similar number from France, headed by M. Etienne Damour and Dr. Marcel Knecht, of *Le Matin*, Paris.

"From an advertising 'political' standpoint," Mr. Younggreen continued, "probably the most important work before the convention will be the creation of an International Advertising Council, to promote world standardization of advertising forms.

"At present industrialists in this country and abroad are handicapped by different advertising standards," Mr. Younggreen explained. "Correction of this fault will help greatly in developing world trade for all countries educated to the power of advertising to move goods quickly. Creation of an Audit Bureau of Circulations for Great Britain is part of the plan."

Recent developments have paved the way for discontinuance of the International Advertising Association after this convention as too unwieldy. Organized advertising in the United States will be represented by the Advertising Federation of America, organized last May in Chicago, to take the place of the I. A. A.

Plans for action against taxation

of advertising by governments will also probably be developed at the convention, Mr. Younggreen said. "Measures have been advocated in this country which have been interpreted as efforts to tax advertising, and they have been strenuously fought by I. A. A. and other affiliated groups such as the Association of National Advertisers," Mr. Younggreen said.

In addition to general business sessions there will be group meetings for specialized discussion of advertising subjects.

Louis Wiley, New York *Times*, is to speak on advertising censorship at a newspaper advertising session, which will also be addressed by George Auer of the New York *Herald Tribune*.

Periodical and business paper publishers are combining with magazine publishers for their group meeting under the chairmanship of Judge Erich Greiffenhagen, president of the German Association of Periodical and Business Paper Publishers, with Sir Ernest Benn, chairman of Benn Brothers, Ltd., as guest chairman. James Wright Brown, publisher of *Editor & Publisher*, will speak on "Free Publicity." Other speakers will include Hofrat Hort Weber, vice-president of the German Publishers, Leipzig; Dr. Walter Dietz, general manager of the German Publishers' Association, and Barrington Hopper, of London.

H. K. McCann, of the H. K. McCann Company, New York advertising agency, will be guest chairman of the advertising agency department meeting. Speakers will include John Benson, president of the American Association of Advertising Agencies; Henry T. Ewald, president of the Campbell-Ewald Company, and Sir William Crawford of London.

Industrial advertising in America will be represented by C. C. Concanon, chief of the chemical division of the Department of Commerce in Washington, and P. W. Meyeringh, managing director of the H. V. Hercules Powder Company, Rotterdam.

Modern trends in the economics of marketing in the United States will be discussed at the general advertisers group, with speakers including Louis Bader, associate professor of marketing at New York University; O. C. Hart, managing director of the Audit Bureau of Circulations, and F. W. Allport, American commercial attache in Berlin.

Gotham Ad Repairs 2,200 Stockings

An advertisement inserted in a single edition of a Toledo newspaper early last week by the Lamson Brothers Company of Toledo, announcing the installation of the Knitbac hosiery repair service, brought in orders for 1,100 repairs, or an average of approximately 250 a day for the four and one-half days of the week remaining.

Knitback is a device for repairing hosiery now being introduced nationally by the Gotham Knitbac Service Company, New York.

Maytag Fights Summer Slump in 72-Day Drive

To stimulate summer business, the Maytag Company, washing machine manufacturers, have launched a seventy-two-day sales contest in honor of the seventy-second birthday of F. L. Maytag, founder and chairman of the company.

The contest extends from July 14 through September 23. "Every salesman who sells seventeen washers will be eligible for a prize," Roy A. Bradt, vice-president, stated in announcing the contest. "It is expected that 85 per cent of them will go well above this mark.

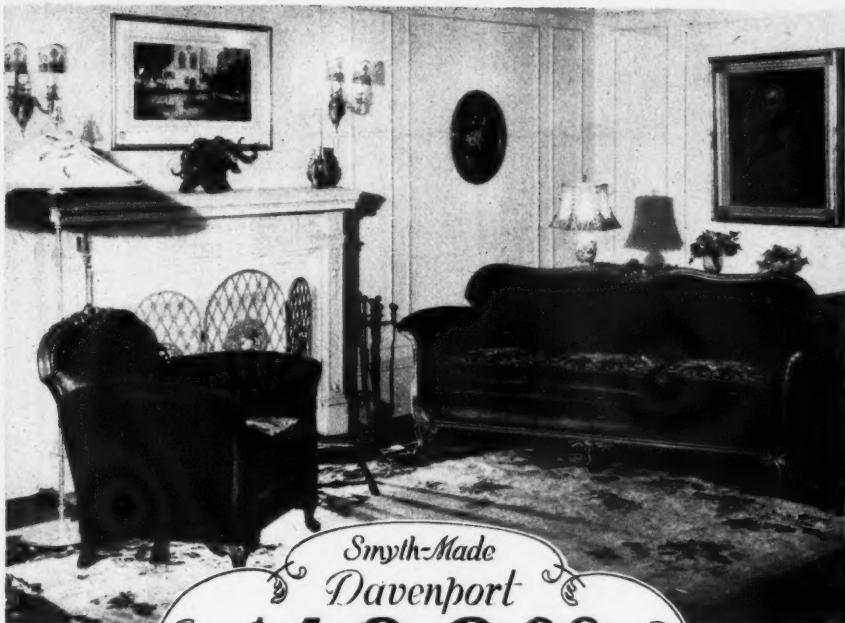
"There are no big money prizes in the contest," Mr. Bradt explained. "The Maytag Sales Corporation wanted to have a national contest in which every salesman would have a chance. We realize that some territories which, because of better local conditions at this particular time, may be a better field of endeavor.

"We want each of our salesmen to make two demonstrations each day."

Prophylactic Products Corporation Formed

C. M. Storm of Jules P. Storm & Company, Inc., has been elected president, and James S. Lipser, formerly vice-president of Park & Tilford, vice-president of the Prophylactic Products Corporation, just formed to take over the business, patents and trade-marks of the Prophylactic Tooth Powder Company.

The corporation is distinct from the Prophylactic Brush Company, manufacturers of brushes, and will continue the manufacture and selling of the dentifrice.



Smyth-Made
Davenport

\$100⁰⁰

Arm Chair ^{63⁰⁰ NOT SHOWN Wing Chair ^{73⁰⁰}}

OPEN TONIGHT

OPEN TONIGHT

Solid Mahogany Frames, Skilfully Curved...
Covered all-over in Mohair, Reversible Cushions in Linen Frieze
...Smyth Upholstered, Soft and Strong ...

The lowest retail market for dependable furniture in Chicago, every month in the year, is the big John M. Smyth Store, which may be here in April. We can assure you that the price you pay represents the bedrock of honest furniture values—that it is as low in April as it will be in May or any other month, here or elsewhere. To

convince you beyond all doubt that this is so The John M. Smyth Store will cheerfully refund the difference on any merchandise bought here which can be duplicated elsewhere at lower prices. Come and see for yourself this remarkable, economical homefurnishing store, the largest of its kind in Chicago, with the widest variety to choose from.



So good as exceptional craftsmen and exceptional methods can make it—as low as approved economies and quantity production can price it—is this unmatched value in fine Smyth Upholstery, a typical selection from Third Floor displays. Dominated by the thought that it must be sturdy, the stanch frames are of solid mahogany, cleverly carved. An extraordinary feature is the continuous one-piece top rail of the 79-inch, deep-seated sofa, with its pierced carving—an unusual refinement seldom included at so low a price. Reinforced webbing; hand-tied springs and all-over cover of mohair, in a choice of colors, with reversible cushions in linen frieze trimmed with mohair welts, make years of comfort and satisfaction certain.

John M. Smyth Company
Established 1867 Madison East of Halsted
MANUFACTURERS—RETAILERS—IMPORTERS

SEND FOR OUR 68-PAGE BOOK OF FASHIONS IN FURNITURE. IT'S FREE.

**Pulls
FOR
Week**

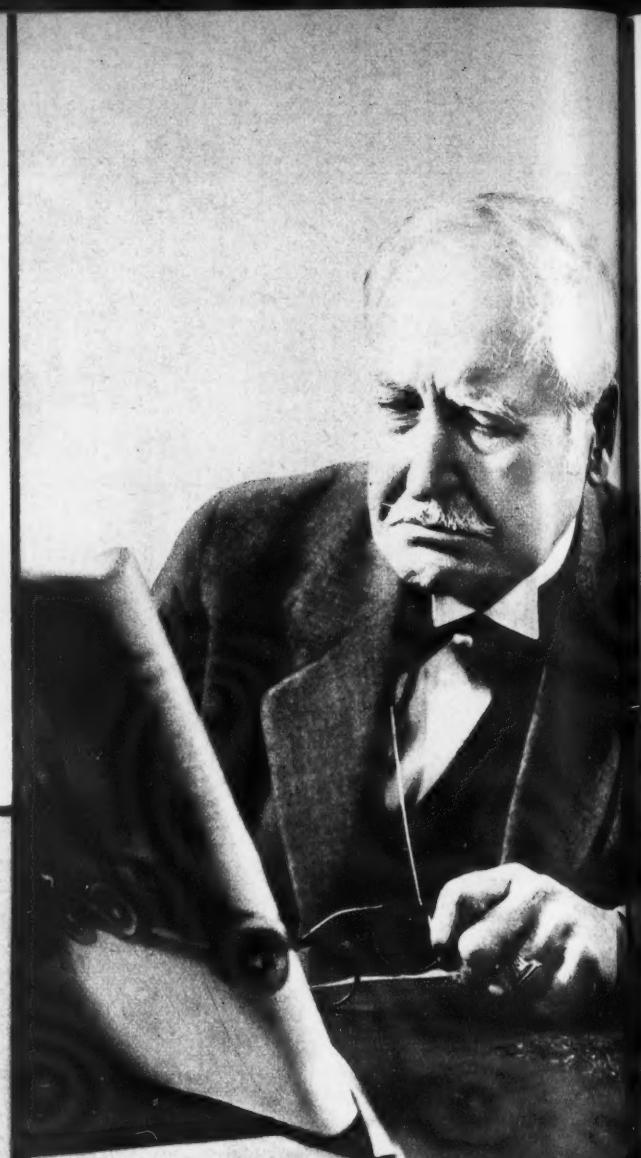
Kimberly-Clark Corporation

Manufacturers of Rotoplate, Hyloplate, Primoplate,
Servoplate. Perfect Papers for Rotogravure Printing

"We are still astounded at the length of life of this advertising—requests from three to four weeks after the copy appeared. Where we have used rotogravure for 'big smash' on specially priced merchandise, it has never disappointed us, though mostly it has been along institutional lines." Thus does John M. Smyth express himself in the fourth year of his newspaper rotogravure advertising. Pictures sell goods. Use rotogravure.

What a Change

To the executive who believes that advertising—in newspaper, magazine, catalog or mailing piece—should be a real sales message, the use of photographs reproduced perfectly by rotogravure is often a welcomed change. Photographs have authenticity. Rotogravure carries their believability to millions. There is a Kimberly-Clark paper that assures complete satisfaction with rotogravure printing for any purpose. Address your query, please, to Rotogravure Development Department, Kimberly-Clark Corporation, 208 S. La Salle St., Chicago, Ill.



Kimberly-Clark Corporation
Established 1872
NEENAH, WISCONSIN
New York 122 E. 42nd St. Chicago 208 S. La Salle St. Los Angeles 510 W. Sixth St.



General Foods Forms Marketing Company Under Francis

General Foods Corporation, formerly Postum Company, Inc., has begun the complete reorganization of its subsidiary distributing companies. General Foods Sales Company, Inc., has been formed to take over the activities of its five subsidiary distributing companies: Post Products Company, Inc., Baker Associated Companies, Inc., Hellmann Products Company, Inc., Calumet-Certo Company, Inc., and La France Manufacturing Company, Inc. Clarence J. Francis, vice-president of General Foods Corporation in charge of all sales activities has been elected president of the new General Foods Sales Company, Inc. The vice-presidents of the new company are Carl Whiteman, James F. Brownlee, Marion C. Harper and Guy M. LaPierre.

The various manufacturing companies of General Foods Corporation will continue their present identity and activities. Under this arrangement the Postum now returns to its original home in Battle Creek as Postum Company, Inc., manufacturers of the Battle Creek products.

There will be no change in the Postum distribution policy, Mr. Francis said. The operations of the new company will be directed from twenty-six district offices. Damon E. Walke will be Eastern sales manager of General Foods Sales Company, Inc., Arthur C. Unger Western sales manager, while Ralph H. Whitemore will direct operations on the Pacific Coast.

Farm Papers Consolidate

Merger of *Successful Farming* with the *Dairy Farmer*, both owned by the Meredith Publishing Company, Des Moines, was effected this week. Kirk Fox, for the last seven years a member of the *Successful Farming* editorial staff, and for the last two years, managing editor of that publication, will serve as editor of the merged magazine. Joe P. Eves, advertising manager of *Dairy Farmer* becomes advertising manager.

Loft Buys Mavis

Mavis Candies, Inc., with branches in Washington, Baltimore, Philadelphia, Newark and New York, whose candies are distributed by more than 20,000 dealers in that territory, has been merged with Loft, Inc.

Charles G. Guth of Baltimore, president of Mavis Candies, Inc., becomes a director and active vice-president of Loft, Inc.

Brecht-Pollard Changes

Brecht-Pollard, Inc., advertising agency of Lancaster, Pennsylvania, has changed its name to Steele-Wessinger-Foltz, Inc. Management, ownership and personnel are unchanged.



George Kiley

George Kiley Joins Radio Victor

George Kiley has become general merchandising manager of the Radio-Victor Corporation of America, a newly created office.

For fourteen years Mr. Kiley was with the Goodyear Tire & Rubber Company, occupying, among other positions, those of manager of the New York branch and of the Pacific district. Since 1924 he has been vice-president of the Farrand Manufacturing Company, Long Island City.

Durant Names Dunlap to Direct Promotion

Zac Dunlap, formerly manager in the Chicago area of Durant Motors, Inc., has been appointed manager of their new sales promotion department, with offices in Detroit. Mr. Dunlap joined the Durant company in 1925, when he became local distributor in his home town of Ames, Iowa.

George Watson, district manager in the Milwaukee territory, will succeed Mr. Dunlap, with supervision of the Milwaukee and Chicago territories.

Boys' Magazines Merge

The *Youth's Companion*, the second oldest periodical published in the United States, has been acquired from the Atlantic Monthly Publishing Company, by the *American Boy*, published here, Griffith Ellis, publisher of the latter magazine, announced today.

Mr. Ellis will continue as editor-in-chief, with Elmer P. Grierson, stockholder and business manager of the *American Boy*, as general manager.

Drug, Inc., Acquires Bristol-Myers and 3-in-1 Oil Company

In line with its policy of expansion, Drug, Inc., holding company for the United Drug Company, Louis K. Liggett Company and the Rexall chain of stores has announced the acquisition of Bristol-Myers Company and the 3-in-1 Oil Company.

At the same time, Bristol-Myers announced that, while Drug, Inc., has made overtures looking toward a consolidation, negotiations have not yet been completed. It is expected that this will be effected in a few days.

Bristol-Myers, which has its main plant in Hillside, New Jersey and headquarters in New York, has manufacturing facilities in Mexico City, Havana and Sydney, and distribution of its products—the best known of which are Ipana tooth paste, Sal Hepatica and Gastrogen tablets—in twenty-six countries.

Headquarters of 3-in-1 are also in New York with its main plant at Rahway, New Jersey. This company was one of the earliest national advertisers to enter the \$1,000,000-a-year group.

Last year, Bristol-Myers acquired the Frederick F. Ingram Company of Detroit.

Drug, Inc., controls the B. R. Drug Stores, Inc. of Chicago, May Drug Stores of Pittsburgh and the Wolff-Wilson Drug Company of St. Louis. Through the 10,000 Rexall Stores, which are operated by agents, the 524 Liggett stores and the Boots Pure Drug Company operating 820 stores in New England, the company serves substantially more than one-quarter of the population of the United States. Among the various products which Drug, Inc., and its subsidiaries manufacture are Cascarets, Bayers' Aspirin, California Syrup of Figs, Diamond Dyes, Charles F. Fletcher's Castoria and Phillips Milk of Magnesia.

Hearst Buys Trade Papers

The *American Architect* and five other publications of the bankrupt Trade Publications, Inc., were sold at auction for a total of \$323,900.

A bid of \$275,000 for the *American Architect*, made by International Publications, Inc., a Hearst subsidiary, was the highest at the sale. The same company purchased the publication *Aromatics* for \$3,700. The other magazines, *Musical America*, *Music Trades*, *Barber's Journal* and *Beauty Culture*, were purchased for the total sum of \$45,200 by John R. Majeski, of New York City.

R. E. Lovekin Corporation, industrial advertising specialists, Philadelphia, are now located at 34 South Seventeenth Street.

Grocery Manufacturers Launch World Survey of Sales Costs

The Associated Grocery Manufacturers of America, Inc., New York, comprising 230 companies in this field in the United States, have launched an international investigation, with the object of reducing distribution costs in their industry.

The present American exports of manufactured foods total more than \$500,000,000 a year, explained H. R. Drackett of the Drackett Chemical Sales Company, Cincinnati, president of the association, in announcing the survey. "This is exclusive of the exports of household products in the grocery field," Mr. Drackett said.

"There appears to be a desire among the people of all countries to attain for themselves a standard of living approaching the American standard as closely as possible and this situation presents a great opportunity for American products, especially if we can reduce the cost of these products to the consumer abroad. A lower price naturally creates a larger volume of sales through the broadened market which comes with each price reduction. If, as many experts claim, the excessive costs of distribution are the cause of high prices in foreign markets, it follows that a reduction in these costs would result in lower prices to the consumer, and, following that, more consumers of American products.

"All factors entering into grocery distribution—packaging, bulk packing, shipping, warehousing, advertising, selling—are being considered in the investigation," Mr. Drackett said.

"The matter of packaging, for example, can be the deciding factor between profit and loss per sale by the retailer, and that point in itself indicates the importance of this subject. Facts already developed by authoritative surveys show that a grocer frequently sells a single unit of a product at little or no profit, but that when he sells three units of the same product he makes a good profit on the sale because the cost of handling is thereby reduced one-third. It is believed that, in many cases, three units could be packaged together to general advantage and profit.

"As to advertising, many manufacturers in the grocery field, as well as in other fields of distribution, have long been convinced of the good results to be obtained from the use of window display advertising, but, due to the uncertainties which exist in many markets in regard to getting the



H. R. Drackett

costly window displays set up at a definite time, many have been discouraged from taking full advantage of this admittedly great advertising force. With a group scheduling system in operation, these uncertainties can be eliminated and maximum results secured from this form of advertising, and, further, a national advertiser can thereby tie up his local advertising definitely and simultaneously with his window displays.

The program includes every phase in distribution from factory to consumer.

C. E. Dwyer Promoted by Autocar Company

C. Eustace Dwyer has been appointed assistant sales manager in charge of national accounts for the Autocar Company, Ardmore, Pennsylvania, motor truck manufacturers.

Mr. Dwyer's first contact with the automotive industry came in 1919, when he was a member of the production engineering staff of the Willys-Overland organization. From 1920 to 1924 he was a member of the inspection and sales engineering staff of the Timken-Detroit Axle Company. Subsequently he was general sales manager of the Six-Wheel Company—leaving them to join the Autocar organization early this year.



WILLIAM J. REILLY, associate professor of marketing in charge of market research at the University of Texas, will be in charge of research for the Erickson Company, New York, beginning August 15.

N. W. Ayer & Son, Philadelphia, has elected H. EUGENE WHEELER assistant secretary; CLARENCE L. JORDAN, vice-president, associate in charge of service; CARL L. RIEKER, assistant to the president in charge of personnel; FREDERICK W. KURTZ, BURT VAUGHN FLANNERY and PAUL L. LEWIS, vice-presidents, assigned to special service, and HARRY A. BATTEEN, vice-president in charge of the copy department.

CHARLES J. WEIL, with Verree & Conklin for the past twenty years, has been appointed manager of the Chicago office succeeding J. E. VERREE, retired.

H. E. CLARK, formerly advertising manager of the Everwear Hosiery Company, Milwaukee, has joined the service staff and H. L. BILLS and J. H. HEIST the field merchandising staff of Cramer-Kraske Company, Chicago.

HECTOR FULLER, formerly publicity director of the American Car & Foundry Company, has become chairman of the committee on public relations for the Bankers' Industrial Exposition, New York.

DELBERT E. REPLEGLOE is now a sales engineer in the product development division of the National Carbon Company. He comes from the Raytheon Manufacturing Company, control of which was recently acquired by National Carbon.

GEORGE L. COOPER, who has been space buyer for Lyddon, Hanford & Kimball, advertising agency, is now secretary and treasurer of the new investment firm of Pringle, Price & Company, Inc., New York.

GORDON R. HOPE, field representative of the Educational Service Bureau of the American Bemberg Corporation, New York, left this week on a two months' survey trip in the middle west, to check consumer reactions on Bemberg merchandise in representative stores.

E. H. ABERDEEN, who has been advertising manager and director of farm light sales in the northwest territory for the Westinghouse Electric & Manufacturing Company, is now manager of rural electrification.

W. W. DECKER has been named vice-president in charge of sales for the James T. Igoe Company, printers and lithographers of Chicago. He was formerly president of the Electric Range Utensil Company there.

JOHN HAYES KELLY, formerly with Henri, Hurst & McDonald, Inc., and more recently with the Quinlan Company, has joined the Roche Advertising Company, Chicago, as an account executive.

HARRISON T. McCLEUNG, until recently a member of the copy staff of the Potts-Turnbull Company, Inc., Chicago, has joined the J. Walter Thompson Company there.

NORMAN S. ROSE, advertising manager of the *Christian Science Monitor* of Boston, is now in Europe.

STANTON E. VAN WIE has been made advertising manager of R. B. Davis Sales Company, Davis baking powder distributor. He was formerly advertising manager of Beechnut Packing Company and at one time vice-president in charge of sales for Hecker H-O.

It Comes to 5 out of 6 in New London!

FIVE million six hundred thousand souls, in this great country receive it regularly. In New London, Connecticut, there are 6,768 families of which 5,308 buy The American Weekly every week. In Winona, Minn., 2,039 out of 4,525 families do likewise, while of the 6,100 families in Bellingham, Washington, 4,564 also regularly buy The American Weekly.

And so the story goes—throughout the nation. Not only a tremendous sales influence in the 17 principal American cities* from which it is distributed but in addition The American Weekly dominates and concentrates in 485 of America's 784 towns and cities of 10,000 population and over.

—*In each of 153 cities it reaches one out of every two families.*

—*In 119 more cities, it reaches 40 to 50%.*

—*In an additional 108 cities, it reaches 30 to 40%.*

—*In another 105 cities, it reaches 20 to 30%.*

—*but that's not all. Nearly 2,000,000 additional families in thousands of other communities regularly buy The American Weekly—making the unprecedented national total of 5,646,898 families who read The American Weekly.*

*Albany
Atlanta
Baltimore
Boston
Chicago
Detroit
Los Angeles
Milwaukee
New York
Omaha
Pittsburgh
Rochester
San Antonio
San Francisco
Seattle
Syracuse
Washington

THE AMERICAN WEEKLY
Greatest Circulation in the World

Main Office: 9 EAST 40TH STREET, NEW YORK CITY

Wrigley Bldg.
Chicago

5 Winthrop Square

Boston

753 Bonnie Brae

Los Angeles

222 Monadnock Bldg.

San Francisco

1138 Hanna Bldg.

Cleveland

101 Marietta Street

Atlanta

12-231 General Motors Bldg.

Detroit



S. Roland Hall

Hall Will Direct Sales of Charis Corporation

S. Roland Hall has joined the Charis Corporation, Allentown, Pennsylvania, as general sales manager.

Mr. Hall is one of the best-known sales and advertising executives in the country. For a number of years he has operated S. Roland Hall, Inc., advertising agency of Easton, Pennsylvania. He has been principal of the International Correspondence Schools' Schools of Advertising and Salesmanship; chief instructor of the International Correspondence Schools' Field Men's Training Corps, and advertising manager of Alpha Portland Cement Company and of Victor Talking Machine Company. He has written thirteen business books.

Ellen K. Doughty, until recently with the Butterick Publishing Company as a stylist, has been appointed national fitting director of the Charis Corporation.

Butler Named President of Universal Metal Box

Edward C. Butler, formerly vice-president in charge of sales, has been elected president of the Universal Metal Box & Products Company, Inc., Irvington, New Jersey, to succeed Walter J. Coleman.

George Milius, formerly New York sales manager, will succeed Mr. Butler. J. H. Bacheller, Jr., formerly with Public Service Electric & Gas Company has become vice-president and treasurer. I. T. Friedman remains as secretary.

Sunkist Growers Start Overseas Advertising; Develop New Outlets

The first overseas advertising campaign in the history of the California Fruit Growers' Exchange, marketers of Sunkist citrus fruits, has recently been inaugurated in England and Scotland. The campaign, supervised by S. B. Moomaw, European sales representative of the exchange, has for its objectives increasing the general consumption of citrus fruits there, directing this consumption specifically to Sunkist, and improving distribution generally throughout the wholesale and retail trade.

Advertisements are appearing regularly in fourteen newspapers in London, Manchester, Liverpool, Birmingham, Glasgow, Hull and Newcastle. They are similar in most respects to those used in the domestic campaign. Posters are also being employed in and around the principal cities and on the transportation systems in London. A special orange merchandising broadside is being mailed to British retailers to supplement the personal efforts of the exchange's service men.

United Cigars Buys into Hygrade Food

In accordance with its policy of acquiring stock in companies upon which it draws for supplies, the United Cigar Stores Company has acquired a substantial interest in the Hygrade Food Products Corporation. Coincident with this announcement, the Hygrade Corporation announced it had taken over the operation of five plants, in Chicago, Detroit, Buffalo, Wheeling and Topeka, formerly owned by Allied Packers, Inc. Arrangements have been made for Hygrade to supply food products for United Cigar, Happiness Candy, Neve Drug and Whelan Drug stores.

Sharpe Directs Publicity for Aviation Corporation

Edward H. Sharpe, assistant manager of development and colonization of Southern Pacific Lines, has resigned or assume direction of public relations for the Aviation Corporation, Inc., a newly created position. He will have offices in New York.

Mr. Sharpe has been with the Southern Pacific and affiliated companies in San Bernardino, Los Angeles and San Francisco for seventeen years.

Account Changes

UNITED STATES LINES and AMERICAN MERCHANT LINES to the William H. Rankin Company of New York, Chicago and San Francisco. Newspapers, magazines and trade papers.

McKESSON & ROBBINS, INC., Bridgeport (advertising for Woodtone furniture polish), to Badger & Browning, Inc., Boston.

COLUMBIAN ENAMELING & STAMPING COMPANY, Terre Haute, Sanitox kitchen-ware, and the CONLON CORPORATION, Chicago, electric washing and ironing machines, to Critchfield & Company, Chicago.

POLORIS COMPANY, INC., New York City, dental poultices, to Small, Lowell, Inc., there.

FERRANTI, INC., radio products; GRECO COMPANY, sharpener for razor blades; and BOYNTON PERCO BOILERS, INC., all of New York City, to the Hazard Advertising Corporation, there. Class and national publications on the first; direct advertising, trade papers and magazines on Greco; and newspapers in the metropolitan district on Boynton.

MARCHANT CALCULATING MACHINE COMPANY, Oakland, to Emil Brisacher & Staff, San Francisco. Magazines and trade papers.

MOTOR-MOWER COMPANY, Boston, power lawn mowers, to C. A. Chandler Advertising Company, Inc., there. Newspapers and magazines.

SEYMOUR WOOLEN MILLS, Seymour, Indiana, blankets, to the Chambers Agency, Inc., of Louisville.

GRAY GOOSE AIR LINES and associated company, the SKY HARBOR AVIATION INSTITUTE, to Aubrey & Moore, Chicago. Newspapers and aviation journals.

BLACK FOXE MILITARY INSTITUTE, Hancock Park, Los Angeles, boys' school, to the Milton Weinberg Advertising Company, there. National publications.

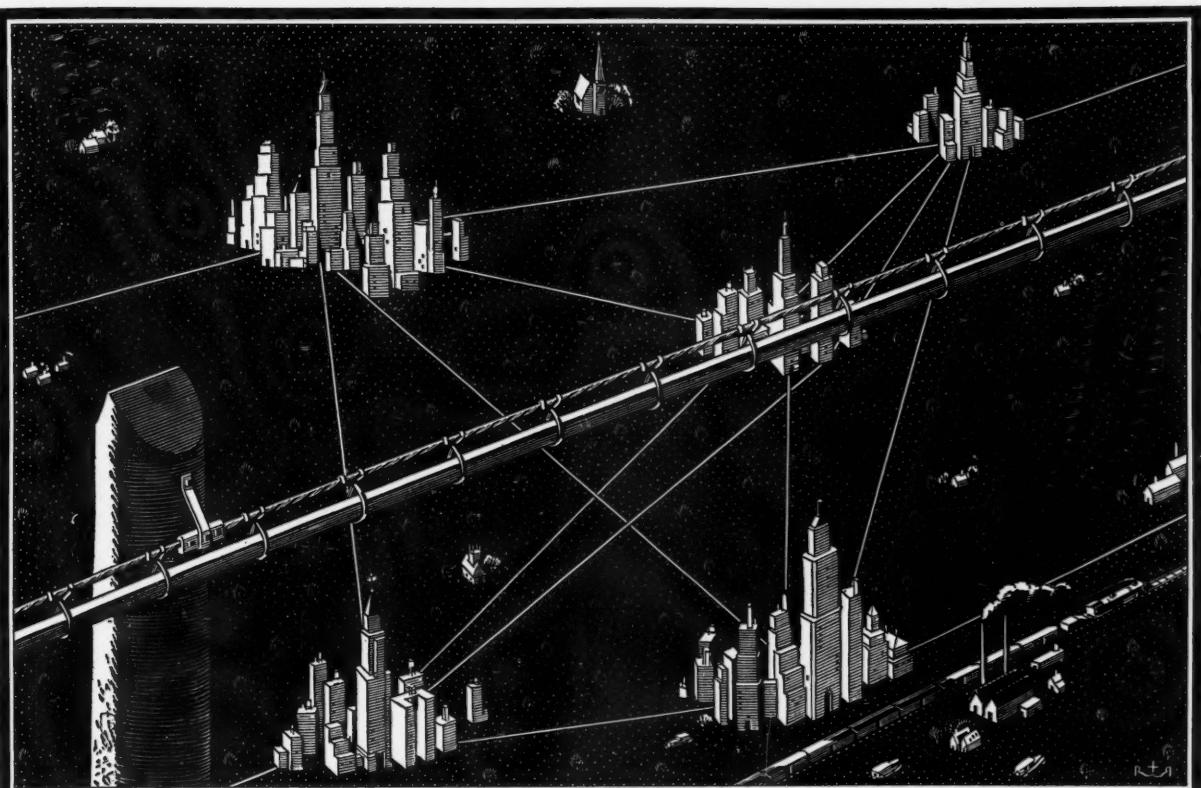
UNITED TRACTORS & EQUIPMENT CORPORATION, Chicago, United Champion Three-Plow tractors and farm implements, to Dearborn Advertising Agency, there.

KNOTT & GARLLUS COMPANY, Detroit, Vita Health exercises; JANESVILLE PRODUCTS COMPANY, Janesville, Wisconsin, Roly Rider toys and Janesville ball-bearing coaster wagons; and JENKINS MACHINE COMPANY, Sheboygan Falls, Wisconsin, woodworking machinery, to Cramer-Kraslert Company, Milwaukee.

OLD TRUSTY DOG FOOD COMPANY, Needham Heights, Massachusetts, dog foods; and NEW YORK WHOLESALE FURNITURE COMPANY, New York City, to Charles Austin Bates, Inc., New York City.

NORWICH PHARMACAL COMPANY, Norwich, New York, Unguentine Swav shaving cream and soap, to Young & Rubicam, Inc., New York City.

How Easy it is to Telephone between Cities



WHETHER it is a call to the next block or to another city, the telephone instrument on your desk is always ready. And it is easy to use. On calls to nearby cities, the operator will usually get the wanted telephone while you hold the line.

The simple act of using the telephone is often more effective than a trip in person. The representative of a Richmond grain company traveled 100 miles several times to call personally on a buyer without success. Then he called him by telephone—and sold him a carload of wheat. Cost of the call, 70c.

An Atlanta commission house started 10 carloads of potatoes across from Memphis. While the cars were rolling, 9 of them were sold by telephone in towns along the way. The last car was sold by telephone in Atlanta. Sales, \$10,000. Cost of calls, \$5.45.

The telephone habit is good for business men in every line. It is so convenient. What calls could you profitably make to other cities now?

Calling by number takes less time. Bell Telephone Service is *Convenient Economical Universal.*



a man "we've got to find him"

NOW that all the preparation of our product is completed, the manufacturing, packaging and advance advertising support, I want to remind you that our paramount concern is the immediate employment of a Sales Executive who can measure up to the job that we have to do.

We are determined to head our sales force with the sort of man whose accomplishment and vision are at par with the biggest undertakings yet established in the food and beverage business. Obviously, he is not the type who is looking for a job. Probably he is now so well entrenched, because of his value, that he isn't even considering a change. We have got to find him.

Nevertheless, there is such a man who, because of the immediate and future remuneration that we are prepared to provide in salary and bonus, plus the pure joy of having to generate the Sales Division of our business, will be interested when he knows of our project."

Men who do not ordinarily answer such advertisements as this may do so without in any way jeopardizing their present position. Opportunity for an interview will be made only after a review of written applications giving full personal details. Address replies to:

Dorrance, Sullivan & Company
130 West 42nd Street
New York

Twenty-One Ways a Research Man Tackles a Sales Problem

(Continued from page 187) in magazines and radio. I haven't found it in a single store. It may be on sale in Boston but I haven't seen it on a score of cigar counters, at least six hotels, numerous subway stands, drug stores, delicatessens, and confectioners.

There is no mystery about sales research. It is the most common-sense thing ever devised for the practical and successful sales direction of a business. It requires intelligence of a high order, diplomacy—lots of it—and "an infinite capacity for taking pains."

¶20. Applies knowledge of sales organization in other industries.

Successful methods used by concerns in other fields can be adapted to the problems of the sales force and the company he is diagnosing. No business is quite like yours, but a good sales organization usually contains many good ideas for a totally different line of business, if intelligently applied. Capitalize the good ideas used by successful businesses. Don't personalize your organization because it is in a different industry.

¶21. Studies the problems of distribution and notes trends.

Shall we sell direct or through wholesalers? The trend is toward direct dealing — witness the great manufacturing-retail chains, the spectacular growth of mutual insurance. If you are already selling direct to the consumer are you selling through the right kind of an organization? This tremendously broad and vital question of distribution is the keystone of your business. Let research guide you in the right channel.

United Typothetae Move

United Typothetae of America has moved its headquarters to Washington. This action, explained John de Vigny, secretary, this week, is in line with the trend among trade associations to have their headquarters at Washington. The United Typothetae was organized in Chicago in 1887, and has had its headquarters there for the past seventeen years.

Form Schweizer Agency

Carl L. Schweizer and Harry E. Corey, Jr., formerly with the Sweet & Phelps agency, have organized C. L. Schweizer & Company, an advertising agency, at 520 North Michigan Avenue, Chicago. Mr. Schweizer is president; Mr. Corey, vice-president.

TRADE ASSOCIATIONS THE LEGAL ASPECTS

By BENJAMIN S. KIRSH

formerly Special Assistant to the United States Attorney in New York in the prosecution of Sherman Anti-Trust Act cases. Member of the New York Bar.

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II. Trade Association Statistics.	VII. Uniform Basing Point Systems of Trade Associations.
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IV. Credit Bureau Functions of Trade Associations.	IX. Standardization by Trade Associations.
V. Patent Interchange.	X. Trade Relations.
VI. Foreign Trade Functions of Trade Asso-	XI. Restricting Channels of Distribution.

"On the whole, the book is one of unusual usefulness, and will be of great value, not only to counsel for trade associations, but also to laymen concerned with their activities."

—HON. GEORGE W. WICKERSHAM, in *Columbia Law Review*, April, 1929.

Price postpaid, \$5.00

SALES MANAGEMENT
420 LEXINGTON AVENUE Book Service NEW YORK CITY

SHOE LEATHER costs more

than Advertising

IN even the best managed stores you see them—the original quarter-dozen order in soiled and spotty cartons; the lone package or brace of bottles; the half case piled on the half-price counter or dumped in the bulk bin; the unopened second case in the storeroom; the sample that never made a sale. Little odd lots of unwanted and unsold merchandise, that represent the triumph of sales man-power over the inertia of the missing market. Little orders sold by dogged men at high cost. Yet New York, richest market in the world, wants and buys everything!

The cost of moving in merchandise that has no assurance of moving out leaves no profit portion. There are eighteen thousand grocery stores, four thousand drug stores, and thousands of every other kind of outlets in the New York City market. Man power can sell only a fraction of these stores for the first time. Nothing can sell them a second—unless the consumers are first sold. But an ordinary sidewalk specialty salesman averaging an outlet a day, has had his average increased from two to twelve stores a day when his product was backed by News advertising.

THE News reaches seven in ten New York City families, and one-fifth of the suburban families. Its small pages carry advertising to a majority of readers' eyes and minds in the market. Its influence opens dealers' doors and ears, gets signatures on the order blanks. It puts products into homes, into use, and into the first rank of repeaters. And it costs a lot less than salesmen's expense accounts and shoe leather! Investigate.

THE  NEWS

New York's Picture Newspaper

25 PARK PLACE, NEW YORK

Kohl Bldg., San Francisco • Tribune Tower, Chicago



Facts versus Hunch in Fashion Forecasting

(Continued from page 189)

dresses; (12) Increased vogue for cotton and celanese; the latter allows sunburn to pass through its fibers.

Suntan is also furthering "nothingness" in apparel; there is less and sheerer hose, less underwear, and less yardage in dresses. It is easy to see that the ability to chart correctly the growing popularity of this mode is important to silk, woolen and cotton mills, dye manufacturers, dressmaking firms, wholesale and retail stores, tanneries and leather goods manufacturers, milliners and those who make the material for hats, jewelers and beauty chemists, to mention just a few of the kinds of business whose products have been influenced by suntan or will be influenced by it in the future, for "Northern women," to quote the Cheney Silk Company, "have not until this season had the opportunity to become tanned, so the greatest buying reaction is yet to come."

Progress of the Short Jacket

Another of the charts shown on page 188 depicts graphically the progress of the short jacket mode. Though this fashion has not influenced as large a number of firms as the suntan, it is an excellent example of the way in which fashions in any line of goods may be followed and their progress predicted as a guide toward buying for mass selling.

The short jacket costume was introduced by Chanel in the fall of 1925. Style magazines, news photographs and observation at places where fashionable people gather showed that it was accepted by a number of smartly dressed women abroad and a few in this country. This led Chanel to include it in her next showing, and her success caused other couturiers to include a similar type costume in their lines.

A few American buyers and manufacturers brought the costume back with them in 1925; it caught on and became more popular for the Palm Beach season of 1926. This fact is indicated on the chart by a steadily rising line. The idea continued to increase in popularity through the summer of 1926, but it was not considered a winter fashion and therefore dropped off during the winter of 1926. With the beginning of the Palm Beach season of 1927, it was picked up again at the same point it

had dropped for the summer season of 1926, as is the case with many such fashions. Its popularity rose steadily through the summer of 1927, but it still was not considered a winter fashion, and therefore dropped for the winter season of 1927. This drop, however, was not so sharp as that for the winter of 1926.

Again it was picked up for the Palm Beach season of 1928 and rose steadily through the summer of 1928. By this time its popularity was so great that there was no drop for the winter season of 1928. Since then the chart has shown a steady upward rise.

Gradual Rise and Fall

In the first few seasons of the development of this jacket costume there were a number of merchandisers and manufacturers who refused to reorder or to include the fashion in their stocks for the next season. They said it had had the run of a season and was no longer new. They completely ignored the fact that women here and abroad, as indicated by the mass of information from which these charts are made, were continuing to wear and buy new versions of this fashion. These firms, therefore, lost considerable profits because of the old idea that a fashion which is not new should not be shown again a second season. They did not realize that just so long as customer-demand keeps up, a fashion will continue to be the mode. If people are buying a certain type of goods in large volume on February 28, they are not going to stop buying that type of goods suddenly on March 1. The rise and fall of a fashion is gradual, not overnight.

Another chart accompanying this article shows the progress of the demand for bright blue silk dresses, from the fall of 1924 to the present date. Anyone who had followed the development of this fashion would have been in a position to know, last winter, that it was a safe bet for volume business in the spring of 1929.

In the fall of 1924 the bright blue silk dress became a fashion; that is, a sizable number of people accepted it. At this date it was shown in the new colors in the French houses and more worn by French women than by American. From that point it continued to increase in popularity very

slowly, up to the summer of 1925. In the winter of 1925 it dropped sharply, as women did not accept bright blue as a winter color. Late in December it began to rise again for the Palm Beach season of 1926 and continued to rise throughout the summer of 1926. It again dropped in popularity in the winter of 1926, but the drop was not so sharp as in the winter of 1925.

For Palm Beach, 1927, the fashion was again taken up, and rose to a still higher point throughout the summer of 1927. Again there was a drop for the winter season of 1927, but this drop was much less than during the preceding winter. The color picked up again for the Palm Beach season of 1928 and continued to rise rapidly throughout the summer of 1928. The increase from last summer through the winter has been steady. With the beginning of the 1929 Palm Beach season the rate of increase became sharper and the line of the graph went steadily upwards for spring.

Here are a few of the high spots of information from which we made this chart:

On October 13, 1928, *Women's Wear* count of "The Consumer Is Wearing" showed that out of 3,000 women counted all over New York from all classes of society, black was more seen than any color, but blue took first place among the colored dresses.

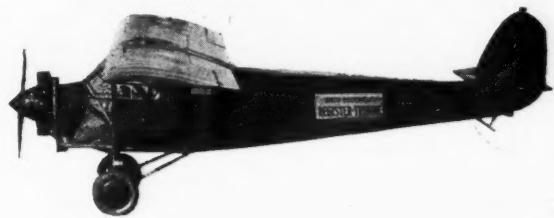
Brown Noses Out Blue

A similar count in December showed brown ahead of blue, but this was because of the popularity of brown woolen dresses.

A check of store advertising during this period showed blue as one of the important colors for silk dresses, its popularity holding among the new models.

In the showings of American manufacturers' spring lines blue has a prominent place, a fact which is verified by the Cheney Color Index, a monthly bulletin given out by the Cheney Fashion Bureau.

These are only a very small percentage of the sources of information used in charting the vogue for blue silk, but they indicate the method. No manufacturer who is interested in volume sales should approach his task without first making an analysis of this kind and with its help determining, with a fair degree of exactness, what will be the general character of his future business. Such a planned method is far more likely to be productive of profits than trusting to the hit-and-miss inspiration of the moment.



**When George Pearson of
J. WALTER THOMPSON CO.
flew over Des Moines**

When a party of agency executives came to Des Moines in The Register and Tribune's plane, "Good News," Mr. Pearson particularly was impressed with the extent of the business district.

"The size and number of your department stores, furniture stores and women's wear shops would do credit to a city of 250,000 population," he said.

Des Moines is the retail shopping center for the center two-thirds of Iowa. More than a million people can motor to Des Moines in not to exceed three hours. There is no other sizeable city within 125 miles of Des Moines.

Better than two out of every three families in the large Des Moines trade radius read The Des Moines Register and Tribune. Doorstep carrier delivery service is given in 850 Iowa cities and towns.

The Des Moines Register and Tribune *Over 230,000 Daily Circulation*



"WE"

KEPPING UP WITH NEW IDEAS: A comparatively new trade phrase is used by George B. Everitt, president of Montgomery Ward & Company, to describe one of the latest ramifications of his company's operations. He characterizes the filling of orders from the chain units of the system as "wholesale mail order business," as distinguished from retail mail order business direct to customers, and he speaks of stocking the company's department stores in the larger cities as a wholly separate function. Incidentally, Mr. Everitt admits for the first time, as far as we have observed, that in some lines the retail mail order business is falling off, while in other lines he says it is more than holding its own. . . . The elements of this huge concern's varied activities here summarized in a few words are significant of efforts to expand the chain net so as to bring within reach of its meshes masses of customers in many markets. "Our job as a distributor," says Mr. Everitt, "is to get the goods our customers want to them in the way they want, as efficiently and as economically as possible." He is impressed with the ability of Montgomery Ward to keep pace with new ideas. All they lack at present is perfection of inventory control that will enable the retail units to carry only what their customers desire, thereby cutting out the loss incidental to try-outs. . . . What could be more satisfactory—from the point of view of the chain system? All that is needed to complete the picture of a well-rounded ideal is a complementary department charged with the duty of production—of which, in other lines, the advent is already in evidence. But is the chain point of view the only one to be considered? Is utmost integration of all the services of distribution the most desirable alternative to economic wastes arising from the competition of many small businesses that make for that individuality and independence which Americans have long made their boast? Keeping pace with new ideas, indeed. Some day we may begin to ask about the merits of novelty.

BEACON LIGHTS OF BUSINESS: Colonel Lamont, Secretary of Commerce, is wisely keeping the Census of Distribution as well as the Census of Manufactures in the public mind by frequent public discussion of the plans for taking them and of the value they will possess for business men. It is not too much to say that the preliminary Census of Distribution covering eleven cities, though only a cross-section, told us more concerning our trade channels and the circulation of goods through them than could be obtained from any other source. The Census of Manufactures is essential to understanding of production in industry. But because these documents are not widely known or easily read at a glance, the invaluable information they contain is used

to advantage by comparatively few wide-awake business men. . . . Intelligent application of statistics to business is gradually becoming a regular practice of the leaders. They know the folly of planning without the light the records afford. The little concerns that grow big and the big ones that stay big do not grope about in the shadows and mirages of guessland. They act in the steady glare of ascertainable facts, the colder and the drier the better.

. . . To progressive souls of this sort Colonel Lamont's outgivings about the censuses are unnecessary. But the secretary, fortunately, like his distinguished predecessor, believes in broadcasting good business ideas so that all may share their benefits, especially the rank and file. He is getting a good press, as our English friends call favorable publicity, for the big statistical reports that are now under preparation, in the hope of arousing general interest in figures that are veritable beacon lights for those that can direct their rays along paths they follow.

OUR "COLONIES" ABROAD: Under the suggestive heading, "Planting American Industrial Colonies Throughout the World," the *Magazine of Wall Street* prints an informative article about the new phase of our foreign business to which SALES MANAGEMENT has been calling attention, namely, the establishment or purchase abroad of factories run by American brains with American capital. The extent of the movement is indicated by a list of 153 leading American concerns that are producing goods in one or more foreign countries. It is admitted that this must check exports for a time. Hope lies in enlarging buying power of our markets overseas.

ATTEMPTS TO BRIDLE THE PRESS: If big business has set its heart on keeping up with modern ideas, as pointed out elsewhere on this page, the same cannot be said of the judiciary in all its manifestations. The Cleveland judge who passed on the merits of his own complaint that newspaper critics of his action had offended his dignity reached deep into the shadows of the past for companionship. He was almost equally far from the present in deciding that what he regarded as interference with the course of justice could be retroactive in effect. As for his assumption that liberty of the press can be abridged, it rested on no younger authority than the annals of pre-constitution days. . . . But even on the bench, happily, atavism is now rare, and the learned exception to the rule of looking forward who presides over the Ohio court must know by this time that his adventure in the field of ancient tradition is nowhere hailed with the plaudits that greet useful archaeological research. The press, ever alert in defense of its most treasured privilege, is unanimous in condemnation of his muzzling decree. Yet the press may one day remember him with gratitude, for undoubtedly he has hastened the day of complete freedom from arbitrary judicial restraint.

Why I am joining LIBERTY magazine

by James O'Shaughnessy

..... formerly executive secretary of the
American Association of Advertising Agencies

LIBERTY MAGAZINE has asked me to become its business manager and I have accepted. In identifying myself completely with LIBERTY I feel that I am joining another great national undertaking in advertising—an undertaking of proportions so large as to satisfy any man's highest ambitions.

I have previously been associated with the company which owns LIBERTY. The growth of The Chicago Tribune under the present management has been a superb, outstanding event in the history of publishing. Its publishing activities have been extended to include vast holdings of timberlands, a fleet of ships, paper mills in this country and in Canada, a leading newspaper syndicate, a great radio station, European and oceanic editions.

I have seen this same management enter a crowded New York newspaper field with a new idea in American journalism. In one decade this idea has been developed into one of the most prosperous newspapers in the world, with the largest newspaper circulation in America.

I have watched the giant strides LIBERTY has taken. With the brains, energy and resources that are behind it, I foresee its great future. I believe LIBERTY is now one of the greatest advertising forces ever developed. And it has just begun.

Advertising is confined to its channels and is shaped by its media. Advertising can grow only with the growth of its media. Because of the large volume advertising has attained, it needs better access to the public than ever before.

The next outstanding service to advertising is an enlarged and improved media, fitting into markets with better economies. LIBERTY offers along the course of true economy a needed service to all publishing and advertising generally. LIBERTY is a new power come into advertising. I am glad to have a part in directing this force toward increasing the effectiveness of advertising.



JAMES O'SHAUGHNESSY, new business manager of LIBERTY, was for many years executive secretary of the American Association of Advertising Agencies. The Four A's was begun under his management and direction, and became the source of knowledge and guidance for advertising practice throughout the world.

Mr. O'Shaughnessy was born in St. Catherine, Mo., near the birthplace of General Pershing. He taught school and studied law, before starting in St. Joseph, Mo., a varied newspaper career. From St. Joseph the young reporter went to Chicago where he worked as reporter, war correspondent, special writer, editor, and advertising manager, serving at different times most of the Chicago papers.

His advertising experience began at the age of twelve when he wrote copy for his father's shoe store. As a youth he got further experience as advance agent and interpreter for Pawnee Bill's wild west show touring Holland.

For several years Mr. O'Shaughnessy was with the Gundlach Advertising Agency in Chicago. Then he organized the O'Shaughnessy Advertising Company, which he gave up, at considerable personal sacrifice, to take over the important work of the Four A's.

Last year Mr. O'Shaughnessy resigned from the Four A's to become advertising counselor. He represented LIBERTY, as well as his former organization. He will now give his entire time to LIBERTY.

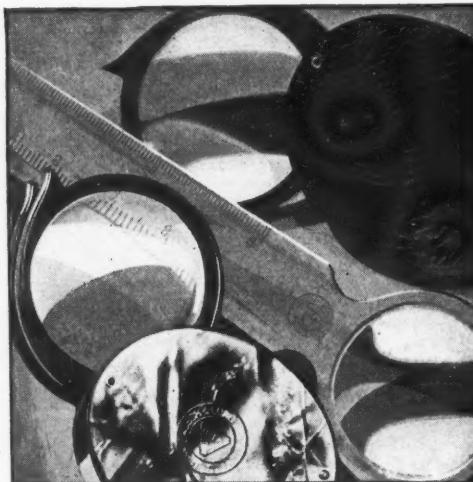
LIBERTY

A Weekly for Everybody

Good-will gifts that cinch future orders

USEFUL business accessories—desk and pocket articles with true utilitarian value—these are advertising gifts that keep your name before your prospects' eyes every day. And when an order is placed, these novelties have done their work—*your name stands out as most familiar.*

For countless types of business, Bausch & Lomb optical remembrances provide the most effective good-will gifts that you can give. Handy magnifiers and reducing glasses, combination rulers and magnifying glasses, and glasses that are nearly as powerful as microscopes—these and other attractive B. & L. products will prove invaluable to anyone who requires the accurate use of eyesight. And for especially valued customers, the B. & L. Sport Glass is a personal gift of



rare good taste. It's a compact, clear-visioned field glass for sports use.

The price you pay for B. & L. gift specialties is ridiculously low for the returns you get. Write for literature and prices.

BAUSCH & LOMB OPTICAL CO. 677 St. Paul St., Rochester, N. Y.



TAKE IT FROM ME!
Don't waste any time
—Get The National
Advertising Records.

Agencies

Using *THE RECORDS* determine the space and media used by each advertiser, and by making proper use of the analytical tables month by month space buying and campaign planning become almost an exact science.

Publishers

Use *THE RECORDS* to know the actual performance of any given publication, month by month, and its real relationship and standing.

Statistical Organizations

Use *THE RECORDS* to gather correct data about advertising expenditures. The analytical tables are a fine BAROMETER OF BUSINESS.

The COST is small—
The SERVICE is great

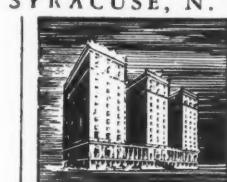
Let our nearest office show them.

**NATIONAL REGISTER
PUBLISHING CO.**

Sole Sales Agents

245 Fifth Ave. New York, N. Y.
Boston • Chicago • San Francisco

Hotel SYRACUSE



A HOTEL of prestige and distinction. 600 outside rooms, each with bath. Rates \$3.00 up. Sample rooms, \$4.00 up.

ROY P. BRAINARD, Managing Director

POWERS HOTEL • ROCHESTER, N.Y.
Under Same Management

Crying Our Wares

By HOWARD W. DICKINSON

This book was reviewed on page 392 of SALES MANAGEMENT for February 16th. Should be valuable to all persons in sales work and promotion. Written by the former Vice President of the George Batten Company, it tells the intimate details of many campaigns with which he was in close contact.

Price, postpaid, \$3.00

SALES MANAGEMENT

Book Service

420 Lexington Ave. New York City

Survey Shows Small Stores Have Excessive Selling Expense

(Continued from page 194)

on expense. The figures are given in Table B.

The annual sales per person engaged in retail grocery stores and meat markets shows the small store to be at a decided disadvantage in its excessive burden of selling expense, as Table C illustrates.

The average sales volume per store, analyzed by type of store, also discloses some interesting comparisons which are significant. It was found that 804 complete stores (with meats and fresh fruits and vegetables) had an average annual sale for 1928 of \$32,742. Grocery stores, 214 in number, with fruits and vegetables but no meats, had an average sale of \$11,680. Also, 224 groceries with meats but no fruits and vegetables had an average of \$15,916, and 156 grocery stores, with neither meats nor fresh fruits and vegetables, had an average sale of \$11,651 for the year.

Feiker Outlines Census Activities

(Continued from page 204)

"Besides this study of the manner in which 'consumer commodities' are handled, there is to be a census of industrial distribution, in which we shall endeavor to obtain facts about manufacturers' purchases of raw materials, semi-manufactured articles, machinery and other equipment, and supplies for the maintenance of the plant.

"I think, perhaps, I should sound one note of caution with regard to this coming Census of Distribution. It would be unwise for business men to entertain too high hopes, or cherish too confident expectations, as to what the census will do for them individually. It will be a highly important economic study—but we can hardly expect that it will prove a panacea, immediately yielding large profits and resulting in miraculous transformations.

"But the Census of Distribution will, none the less, bring together a vast array of 'background material.' These facts should help to clear up numerous points of uncertainty—to dispel many doubts and unravel many difficulties—to stimulate investigation and bring about reform along many lines. It should aid us tremendously in our commercial thinking."

The Oregonian gains nearly half a million lines of advertising

*...an index to business progress
in the Pacific Northwest*

One of the indications of business virility in The Oregonian Market is the gain in advertising volume made by The Oregonian for the six months period ending June 30... *This gain is 428,526 lines, and is greater than the combined gain of the three other Portland newspapers...* Of the 428,526 line increase, 230,370 lines is national display; 132,608 lines local display; 65,548 lines classified... For the advertisers who "go as the department stores go" there is the significant fact that The Oregonian is the *only* Portland newspaper showing a department store gain for the six months period (58,366 lines).

* * * * *

... More than ever, in the keen competition of today, advertising dollars must be diverted to the most productive media. In Oregon and Southern Washington —the nation's fifth richest market in per capita wealth—*where business is good*, the Morning Oregonian is always the first and best advertising buy.

The Oregonian

P O R T L A N D , O R E G O N

The Preferred Newspaper of the Pacific Northwest

Circulation over 109,000 daily; over 172,000 Sunday

Nationally Represented by VERREE & CONKLIN, INC.

NEW YORK
285 Madison Ave.

CHICAGO
333 N. Michigan Ave.

DETROIT
321 Lafayette Blvd.

SAN FRANCISCO
Monadnock Bldg.

"REACHING THE BUYER IS HALF THE SALE"



"3rd Party" Contact is Valuable

Some of the Present Users of Neighborhood Posters

Anheuser-Busch
Armour & Co.
Borden's Milk
Camel Cigarettes
Carnation Milk
Coca-Cola
Dayton Rubber
Diamond Crystal Salt
Emerson Shoe
H-O Hornby's Oats
Hecker's Flour
Ipana Tooth Paste
Kirkman's Soap
Old Dutch Cleanser
Premier Malt
Puritan Malt
Quality Bakers
Reckitt's Blue
Sapolio
Snowdrift
Tolley's Cakes
Ward's Bread
Werk Soap
Wrigley's Gum

BECAUSE each showing of Criterion (3-sheet) Posters is installed "to-order," our field force has frequent contact with retailers, in leasing suitable space for the displays.

This contact has been employed by our advertisers to obtain valuable information or results, and directly makes many sales. Especially effective introducing new products.

No. 5 of a series, inviting attention to twenty unique features of Criterion National Neighborhood Posting. Criterion Service, Graybar Building, New York City.

CRITERION SERVICE

The Original and Only Uniform National Service of 3-Sheet "Neighborhood Posting"



CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY:

Please send us the portfolio advertised in Sales Management.

Company Name _____

Address _____

Attention of _____ Title _____

Mr. Chase Presents an Audit of the Machine Age

There have been two kinds of criticism of Stuart Chase. One was for publication: that he judged advertising and selling and modern distribution by their worst phenomena rather than by their best, by their average, or by their progressive trend. The other criticism you have never seen in print, but you have probably heard it voiced in informal conversation among those who get their bread and butter and radio sets from the vested interest that Mr. Chase criticizes. Advertising and sales managers are likely to say that Mr. Chase is too clever, that he gathers materials with great industry and patience and that he voices his attacks with style, with originality and even with emotional power.

To a considerable degree Mr. Chase's new book, "Men and Machines" (The Macmillan Company), has disarmed the first criticism. Far more than in his other books he is unbiased: the book is an audit; it chalks up the debits and credits of the Machine Age and in describing the debits often says: "But this is due to the way the Machine Age is now run and not to anything inherent in machinery. The machine is willing enough. To date we lack the directing intelligence to make it function."

And so, of course, the author's brilliance and ability don't hurt us quite as much as they used to. And, besides, this book doesn't hit us quite as much where we live—at least we are not quite so conscious that machines are the source of our sales promotion livelihood and so we are less likely to resent what is said against machinery than we resent attacks on mass advertising. But, little though we may be interested in production, if we only stop to think, we see that mass selling and sales promotion methods could not exist without the volume-production machine.

Mr. Chase's moderation in this volume is the more surprising and the more grateful in view of his own past performances in "The Tragedy of Waste" and "Your Money's Worth," and also considering the tone of some other recent critics who have examined the record of the machines.

Mr. Chase's first chapter is an analysis of these and other books on this subject—a stimulating introduction to an interesting literature. He puts Beard, Henry Ford, Gerald Stanley Lee and Will Durant among enthusiastic supporters of the machine. John Dewey, Harry Elmer Barnes and W. F. Ogburn are "on the fence." Mr. Chase comes back again and again to "Middletown" and calls the Lynds' study "the most authoritative of a Power Age community."

This volume of Mr. Chase's is interestingly written with fancy imagination and picturesqueness—not as much humor as was shown in the adaptations of Lewis Carroll in "Your Money's Worth." Sometimes he is guilty of rather cheap wisecracks, as when he compares a Monte Carlo roulette wheel to the Buddhist praying wheel. The brief description of the world change wrought by Manchester cotton manufacture is an excellent example of his power of picturesqueness historic summary—"More mill workers; more food producers—rocking from side to side, world population edges upward." And it is certainly a poetic fancy, scarcely to be expected from an economist, to ask, "What

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is a symphony orchestra but a cunningly articulated and thoroughly standardized factory of sound? Perhaps music was the spar which saved the race from drowning through all those dreadful early years of the Machine Age."

Mr. Chase's mental equipment reminds you of the rare Oxford type of mathematician, full of humor and fantasy and fond of music.

Mr. Chase's audit is full of keen analysis—evidenced both by his comments and by the skeleton outlines with which he frequently breaks his running text: for example, the list of primary machine functions, classed as body movements, body plus simple tool movements, sensory functions and miscellaneous; the score or so of brief phrases that describe the work of Leonardo da Vinci; the similar summary of reasons why England was the scene of the industrial revolution; and an amusing list of new commodities and services (including "Dandy little jiggers—cigar lighters, flashlights, safety razors, fountain pens, etc.") and refinements in old commodities, including "chromatic plumbing, . . . tabloids, confession and personality magazines, . . . and funeral outlays now getting back to Egyptian proportions with cremation urns at \$1,500."

About half the book may be called historical and factual with comparatively little criticism, but always with the play of Mr. Chase's fantastic humor. Particularly valuable are the chapters on machines of the ancients, in which Mr. Chase points out that most ancient machines were really only tools—it takes power to make a machine. When we get to the chapter on robots, skills, saving labor and jobs we begin to run into the disadvantages of the Machine System—particularly the growing danger of unemployment due to machine displacement.

Then a chapter on "The Flood of Goods" brings us to Mr. Chase's favorite motif, the waste of distribution. But he strikes a new note in the chapter on standardization under the heading "One Dead Level," in which he shows that "theoretically, the present choices before any individual are very wide; but, practically, most of us never make these choices. We fall into a rut."

Then come two frankly scarehead chapters: one on "Technological tenuousness," the slight degree of control over the Machine Age that most of us have, and the frightening thought of what would happen if oil and gasoline gave out or if engineers and power house technicians went on a general strike; and the other chapter on the horrors of machine-made war. The description of "The Two-Hour War" sounds like H. G. Wells' earlier manner, and many reviewers have considered this the high spot of the book. Maybe it is in emotion and feeling. But in analysis the cool close of the whole audit is in Mr. Chase's "Balance Sheet," where he lists effects manifestly good, those manifestly evil, and those that are mixed, good and evil; and in the closing chapter where he gives advice to the reader as an imaginary dictator of the Machine Age and tells him: to suppress war machines, promote decentralization and minimize city congestion, deflate the bloated facilities of distribution, stop flimsy and adulterated goods made by machines and control and limit the machine's haste to supplant workers faster than they can be relocated in other industries.

A remarkable and stimulating book—one of the few important volumes for the business man in the output of 1929.

SERVE THE GROWING SOUTHWEST MARKET FROM DALLAS—THE CENTER! . . .

SEARS-ROEBUCK S. W. Headquarters



AMERICAN BUSINESS CHOOSES DALLAS as Southwestern Headquarters

AMERICA'S business leaders look to Dallas as distribution headquarters for the great Southwest market of Texas, Oklahoma, Arkansas and Louisiana. . . . The list of 1,921 concerns that maintain sales or manufacturing branches in Dallas reads like a "Bluebook of American Business." . . . Why did these concerns choose Dallas? . . . First, because the Southwest market of more than 12 million people and annual buying power of over 6 billion dollars must be served *from within* for maximum sales volume—and they enjoy the lowest possible sales and transportation costs by serving it *from the center*. . . . Rich raw material, labor and power resources add important manufacturing advantages in many lines. . . . Executives are invited to mail the coupon for "Dallas—Distribution Center," containing valuable distribution maps, market data and list of concerns now maintaining branches in Dallas. Mail it now.



Dallas

The Southwestern Headquarters to American Business—1,921 national and sectional concerns maintain branches in DALLAS.



Industrial Dallas, Inc.,
1433 Chamber of Commerce Bldg., Dallas.

Mail free copy of "DALLAS—Distribution Center" to:

Name _____

Title _____

Company _____

Address _____

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive,
equals 100)

Year 1929	Year 1928
Jan. 5	103
Jan. 12	138
Jan. 19	142
Jan. 26	144
Feb. 2	147
Feb. 9	149
Feb. 16	147
Feb. 23	150
Mar. 2	150
Mar. 9	147
Mar. 16	149
Mar. 23	153
Mar. 30	153
Apr. 6	148
Apr. 13	157
Apr. 20	156
Apr. 27	155
May 4	156
May 11	150
May 18	149
May 25	146
Jne. 1	144
Jne. 8	140
Jne. 15	142
Jne. 22	141
Jne. 29	141
Jly. 6	138
Jly. 13	138
Jly. 20	138
Jly. 27	136
Jan. 7	100
Jan. 14	120
Jan. 21	126
Jan. 28	132
Feb. 4	132
Feb. 11	137
Feb. 18	139
Feb. 25	135
Mar. 3	132
Mar. 10	133
Mar. 17	134
Mar. 24	131
Mar. 31	132
Apr. 7	128
Apr. 14	126
Apr. 21	128
Apr. 28	126
May 5	126
May 12	126
May 19	126
May 26	125
Jne. 2	126
Jne. 9	127
Jne. 16	125
Jne. 23	122
Jne. 30	121
Jly. 7	120
Jly. 14	128
Jly. 21	130
Jly. 28	133

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that has been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a substantial period of years.

The *Daily Express* of London, Manchester and Glasgow has appointed Joshua R. Powers, Inc., as exclusive advertising representatives for the United States, France and Germany.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order.

POSITION WANTED

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